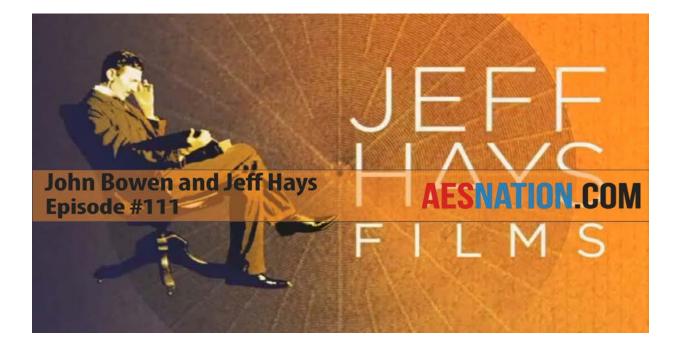


ACCELERATING ENTREPRENEURIAL SUCCESS PODCAST

 EPISODE
 Jeff Hays

 111
 Show Notes at: http://www.aesnation.com/111





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Best of success,

John J. Bowen JE.

John Bowen Co-founder, AES Nation

Page 1 of 16



John Bowen: As entrepreneurs, we all want to make a different ... We want to create a movement. I have a special treat for you today. This is an individual who has created a number of movements. He's a fellow serial entrepreneur. He is out there making a huge difference. He has raised a tremendous amount of money, over \$100 million in his businesses. He's done a fair amount of that movement by using a medium that most of us aren't really using: video and film. He's been short-listed for the Academy Award.

He has created a number of businesses, I'm going to let him tell you, that have been huge successes, and like many of us, as fellow entrepreneurs, some pretty significant losses as well. There's some big lessons learned, and you don't want to miss this. Jeff Hays will be with us just in a second.

Jeff, I am so excited to have you here with us today. You are out there making a difference. I'm pretty aligned with you politically, so I've watched a lot of your movies and I think you've got a lot of people who haven't been aligned hopefully you've moved along the way too. First of all, thank you for joining us.

Jeff Hays: Thank you. I'm really glad to be here.

John: Jeff, as a serial entrepreneur, you've done a lot of things and we're going to talk about crowdfunding because you have been extremely successful beyond what most people have been in crowdfunding. A lot of times they've done one, they raise their hands and say, "I'm now an expert." You've used it, not only for yourself but for your clients.

I think your business model is so unique. I want other successful entrepreneurs to know how you're using film and that whole process to really make a difference, but how did you get where you are today? You've got all these bestselling, remarkable movies under your belt and all these businesses. How'd you get to where you are today?

Jeff: Necessity is the mother of invention. It's funny. I'm a high school dropout. My sister is a Ph.D., a professor at a medical school for 25 years, and so, we're at like the complete opposite ends of the spectrum. I was a door-to-door encyclopedia salesman when I was 18. I was so ignorant I thought that was a good job. I came up a direct sales route. By the time I was in my early 20s, I was a siding salesman. I had a partner named Red, and Red and I were driving, and we'd go out on appointments. We're going between Pampa and Dumas and Borger, Texas, these little tiny towns.

I told Red at one point, I go, "You know, I want to have a desk. I want to have to go to LA and New York, not Pampa and Dumas. I want to make movies." Red says, "You know, I want to be a pilot." Red was also a high school dropout. We met when we were selling encyclopedias.

Page 2 of 16



Red has now ... I ended up buying an airplane later in my 20s and he was my pilot. For some reason I would have to go from a single engine to a twin engine.

John: Pilots are really good at encouraging you to move up. I don't know what it is, Jeff. Have you been a pilot?

Jeff: He's the type rate. He's just amassing these type ratings, but he ended up with a great airline career, and now, he works for Airbus training pilots how to fly airbuses. I look back on these two country bumpkins riding in a Cadillac that neither one of us can afford going selling siding, door-to-door, trying to figure out, "Okay. How does life work?" I'd literally see wealthy people and I want to go knock on their door and go, "Okay. What'd you do? How'd you get here?" That's the long circuitous route that involves failure and learning and joy.

John: It's great. None of us get on a life unscarred. There's a lot of curves along the way. We all started different places, but that's a great story. I didn't expect. Yours turned out well. I wondered where you were going with Red, so it was great to hear Red did well as well. Jeff, one of the things that I've been so impressed watching what you accomplished, and it's getting access to the capital of the production teams, creating great works that are getting publicly distributed and accepted, from encyclopedia salesman, you are riding around in a rented Cadillac. This is huge.

Tell us a little bit about the business model, because we're all started experimenting on ... You and I are together here over a podcast. I'm using Skype to connect with you. Me in Silicon Valley, You I think in Salt Lake City area. It's changed so dramatically over the years and you just keep on seeming to make it work no matter what it is.

Jeff: This is a spectacular time, because the decks has been shuffled, and all the sudden, it's a new game and even the biggest players at the table are having to figure out which end is up. As I look at the quality ... We talked about your camera, I'm like, "Wow, that looks spectacular," and you rented that 70 bucks. This is not the way it was. I hope to never—

John: I do have a \$5,000 camera in the closet though. I can get if—

Jeff: It's too big and too heavy. I don't ever want to sell another film to a studio. For the first time as a film maker, I can raise the money myself and spread the risk by doing with crowdfunding, and bringing on donors, and give up less equity, and then, the secret to being in the film business is, if you have money, you can be in the film business. Nobody standing in line going, "I can't wait to see the next Jeff Hays film."

The reason I get to be a film maker is because I know how to access capital, so it's just entrepreneurship. I know how to make films. I have the contacts. I have the relationships.

Page 3 of 16



Now, I have access to capital, and now the backend of this, film distribution is changing, and so, the last film that I released is a controversial film called "Bought," but I made it free online for two weeks.

We gathered 350,000 likes on Facebook in two weeks. We've built a list of 200,000 email subscribers in two weeks. We had hundreds and thousands of views. I had a hundred thousands views on YouTube from different illegal people sticking it up there before we could take them down, and I can repeat that film, I can do that with that film three times a year for the next five years gathering a couple hundred thousand names to my customer list every time I do it. If you can imagine the value of a list, what is a list of.

John: You and I know a lot of the online markers. I can tell you what they tell me instantly. For every 10,000 that you actually have a relationship with, to million dollars of reoccurring revenues, and—

Jeff: This is a wonderful business.

John: Yeah. Those are a huge numbers, Jeff. Let's take it step by step through that business model. The world has changed. There's never been a better time to be an entrepreneur, because we can control so much. In the past, we had to play with somebody else's platform business, and so on, and kind of beg for access. Today, if you can get access to capital and access to a fellow entrepreneur is you can pretty much create anything.

Let's take each of those steps. One of the things that you have become famous and anybody Googling your name will see a whole bunch of articles on crowdfunding. You have I think some of the most successful crowdfunded films on the major Kickstarter or Indiegogo and some of the other platforms out there. How do you go about doing that, Jeff? Every entrepreneur wants to know, because I mean, you hit it there.

You don't want to give up, you're creating all these volume, and what we intend to do is we intend to dilute, dilute, dilute, dilute by bringing all these partners, and then, not only is that the partner ... The capital dilution. It's also our attention, our focus. We got to take care of all these people along the way.

Jeff: You just brought back a memory. I have one ... We raised \$25 million all from individual investors. There was not an institution in the group, so that's just grinding it out. The president of the company that had hired Terri. Her job, she literally had to talk to 40 people every week who wanted updates. We'd put together this group calls and after the group call, 20 people would call and going, "Hey, I missed the call, so I thought I just call you."

Literally, she would spend 40 hours a week talking to investors. If we had gotten their money two years before, there was no—

Page 4 of 16



John: Jeff, I've been there, so I know that and I know a lot of these fellow entrepreneurs are still answering those calls here.

Jeff: Crowdfunding, so when all the sudden, you're not giving up your equity. There's a couple of key things you have to learn, and step one, you need to know, and there is no crowd. For some reason, people go stupid and they think, "All right. I'll put up my page and people will see it, and if I make a compelling case, why they should support me? Then everyone will spread and there's some parts out there somewhere who will just send me money."

John: I think this is the biggest mistake. I see of some friends that have done it, that there is this illusion that if you create a great video, great landing page, and whatever service you use, people will come to your doors almost like a better mousetrap and it doesn't happen.

Jeff: It's nobody that gets on and just like going to their computer today on Kickstarter going, "I've got excess cash. Wonder what I can get rid of by donating today on Kickstarter," and so, once you get that, it's the same way. It's like you don't build a great page and say, "Now, I'm going to put it on the web and traffic will show up." The basics are the same as always. You got to have a page that converts, and so how do you make a page convert, is you tell a story that's about them, not about you.

So many times I'll see people, they know to start with a problem, so they start with their problem. "I have this problem. I want to be famous and I need you..."

John: I need only \$10 million and it will work.

Jeff: ...and so, it's like, "No, no, no. It's not your problem. It's the audiences' problem we're supposed to solve," so the basics of conversion, and then the basics of driving traffic to that. You build a page that converts, so finding your crowd, finding who already cares about it, and the key for me in this is, I don't make movies that I want to make. I make movies that other people want made, and so, as opposed to a story ad filmmaker, it's like, "There's this beautiful cactus in Southern Utah that's one of the oldest living organisms on Earth that's fascinating. It's going to make a great film."

No, it won't, and so, the key to movies, my tagline is movies that make movements, but it's not ... We do movements that need to be made. We find stories that there's an audience that wants them told, and I serve them, and tell it for their reason, and then I give them a vehicle that they can get behind, and my success becomes a piggyback ride on somebody else getting what they want.

Page 5 of 16



John: I always thought of that Jeff, is you provide that accelerant to really get it going. There's a group, you do ... My impression of what you're doing is, you're doing the crowdfunding also as a great way of testing it too, because you're going to get a measure of what kind of passion does this group have for that movement, that film.

Jeff: If it fails there, then you know not to chase that, but more importantly, it's where I start to build my core list, so when we did the film "Bought," there were several. One is we get four campaigns for one movie. Nobody's ever done that before. They do a crowdfunding campaign for a movie, and then, move on. I did another one, and then another one, and then another one, and the last one, we raised more than we did in the second crowdfunding campaign. We were still over a hundred thousand—

John: How did you segment each of the four?

Jeff: It's funny because we were making a film, and each time, I had something new to report. "Here's some of the footage we've shot. Here's some of the things," and so, you've got new stories to tell. If you look at Pebble watch, they raised 10 million in their first campaign, which is how I got interested in doing crowdfunding. I watched what they did and literally, two weeks after I saw that, I launched a Kickstarter campaign and we raised 240,000 in the next 30 days.

I'm like, "Okay. I'm in," but they just went back and I think \$23 million on the Pebble watch, and that is by the way a statistic that people will do a second campaign. The success rate goes from 35% to 85%, so it's a scale. You're starting to build an audience. With "Bought," I built a list of 8,000 people that when the movie was ready, now, I have 8,000 affiliates, 8,000 people that have already voted with their wallet, "Yes, I want to support this."

John: No, it's great. Jeff, how about in today's world, I don't want to go too deep in this, but production-wise? How has that change and how is that accessible? We got the capital raising, certainly accessible by all entrepreneurs. The past, it's such a mystery creating videos. It was in like 2005 or so, YouTube started. None of us thought about it, but now, more and more access to working with people like yourself and others who are putting together teams entrepreneurs who are doing that. How has that changed?

Jeff: There is both the good side and the flip side, so equipment now is unbelievable. I'm shooting ... Films are being shot on 4K digital cameras and we're abandoning film altogether. That raw data, so, you can buy ... It used to be even a 16mm camera. It was 350,000 then. Now, all the sudden, if you're spending 30 or 40,000 on a film camera, you can film Stars wars on the camera. Literally, and they do, so there's like, this is ... For documentary, if you're in the camera, like your Canons, "This looks so good it's scary." That's the positive.





The bad side is, what separate something from ... Is it filming, is it theatrical, is lighting, it's some of the old guy's skills that I still bring in people that where ... People get very good at the front end, but they never learn the basics and the same thing the basics of storytelling, the basics of, now, anybody who has a cameras and whatever they shoot. In the past have called "industrial video," they now call it the "documentary," and so this was very frustrating to me.

I was getting frustrated all these really low-grade crap out there people calling documentary. My reaction to it was, "Well, that's what I get for swimming in the shallow end of the pool." If you're in the shallow end of the pool, there's going to be a bunch of kids, and so, I decided, "I'm swimming out into the deep end of the pool," and so I'm doing scripted, theatrical, regular movies because I have the context and the skills to do it. I don't have to just only do documentaries.

John: That's great. Jeff, you touched on just real quickly distribution, because I think of how much things have changed. Think of books. It's changed so dramatically. I got a call the other day, one of my old publishers, that I had sold a hundred thousand books, which was fairly good for a non-fiction finance book. They're after me, they'll write another one, and so like, tell me why I would do it with you?

Just help me out and I know they've heard that question before, but they couldn't answer it. There wasn't really any reason to go with them. It's self-publish for the type of audience that I'm looking for, but if you were going to do a feature film in the past, you had to go to one of the big major players to have any chance of getting out at least as I understand. I worked in sports and entertainment for a little bit. It was pretty hard even then to do it. How about today?

Jeff: It really depends on the model that, because I do movies that make movements, the film is rarely the thing that I need to monetize. I want the film to reach an objective for me, so like, with "Bought," in a matter of two and a half weeks, we built a 200,000 named customer list that will take to 600,000. That customer list was our goal. Now, I could have gone other ways people who want to distribute it for me, and they would have built a 600,000 name customer list. Literally, it was more effective for me to give the film away for free online, and build that customer list than to sell it for a few dollars and—

John: The reality is that, customer list, whatever evaluation that ultimately ends up being, these are people who are following you, care about that campaign as well as you. Going forward, that is certainly valuable to invaluable, too.

Jeff: For crowdfunding campaigns, for people and now we segment that list based on what they're doing, and I'll do that with every film. Imagine, if in your career, if you look back over





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all the businesses you've had, can you imagine if you had a list of every customer that your product ever went to.

John: I would love to have that.

Jeff: For me, that's going to be true from this point forward.

John: I think this is something all of us as entrepreneurs need to do. We've got the value of data today, the connections, the relationships are just ... It's the foundation of business, and so often many creative types, and I've count the entrepreneurs that's creative type have not really owned all the data of what they've created, and it's just those relationships. Today, it's just so relatively inexpensive to keep all these, and nurture it, and build relationships for future.

Jeff: Yeah, I have a friend that she wrote a book. She was wanting it to be a bestseller. She wasn't using ResultSource or anybody to do that. She's just really trying to organically grow and it's a wonderful book. She makes a couple of dollars per book every time she sells a book. She's pouring all that money back in, plus everything else that she can do. She doesn't have any customers. This is very difficult. I was telling her about Jeff Walker's model, what he did with "Launch," gave away a book for free, and with a one click upsell, he was making \$30 a book, so he has—

John: Let's stop just for a second. He's giving away a free book and making \$30. Jeff Walker is a good friend of both of us. You can Google Jeff Walker Product Launch Formula and his book, the "Launch." When it came out, it was a New York Times bestseller. Why don't you continue from there, Jeff?

Jeff: Yeah, because of his brilliant plan that he got that up there and by giving it away for free, and then having a one click upsell, and having the right products to follow it. He made it a very profitable campaign, so if he's got \$30 to market his book, and she's got 2 who's going to win in this? Who is going to be sitting on New York Times bestseller list? It's Jeff Walker, so I was basically explaining to her what an idiot she was. I was thinking about it, I had just released a film that was selling online for \$4.95 and I made \$2, and I'm like, "Oh, no. I'm not talking to Judy. I'm talking to me. I'm the idiot here."

The evolution of this business model was watching what people are successfully doing with books and realizing that I can do Newman related films. I'm doing some on entrepreneurship, my two categories are health and wealth, so alternative medicine and wealth issues. I can do films that people want done, that can spread, that can be the spearhead of movements, but then I can follow those, and I can build a list out of them, and I can take that Jeff Walker and Dean Graziosi and all the people that have done that successful New York Times have, and

Page 8 of 16



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apply that to something where people will much more likely watch a film than they will read a book.

John: A lot of times, it's called self-funding or self-liquidating campaigns, and we think, so many of us as entrepreneurs spend all our time building our list, but building our list for someone else, and we don't have it. If we can build those relationships, that where it really takes off and what I love about Jeff or Dean or anyone else, and I've done this as well because I've been hanging out with these guys. Jeff Walker and I've been ... I think one time we're joking, we're getting together six or seven times a year through the different Mastermind groups and things that we're doing.

Just watching them do, raising this capital on the capital that they have an unfair competitive advantage and I want all our fellow entrepreneurs to have that unfair competitive advantage. There's no reason not to and that deliver real value to their audience building deep relationships, but it's funny along the way where they create their own platform rather than count on somebody else like one of the big publishers, the book industry.

Jeff: It's funny, so there is a key political figure that I spent the weekend with in California this past weekend, and he has a book out on a controversial topic. This is a guy who can pick up the phone and call Barack Obama, he can pick up the phone and call Hillary Clinton. It doesn't matter, this topic is so radioactive and it doesn't have ... The news media has really shut him down and they have a documentary that they've been through it, so they brought me in to see could we help create a new campaign for them. As they did their traditional thinking and what to do with their film and what to do with their book, they are absolutely doomed and it doesn't have to be. This is a spectacular time.

Now, I really would encourage ... My point in telling that story is, somebody could look at them and say, "Well, they're your competitor," but the reality is, they're not my competitor at all. They'll make my market bigger as we trained the audience. If people watching this, if you have an entrepreneurial in you that stimulates the conversation that you'll do a spectacular job with, get it out there and do this. I will help in any way I can. Every one of these voices, if they do a good job, every one of them helps and just makes the market bigger.

John: It really does and that's one of the things that the world has changed so much, is that, we can compete but we can cooperate like crazy and raise so much volume. Jeff, we're talking, we're fellow entrepreneurs. What would be the one starting point if they're going to be doing something in film? You've had the privilege of working with an awful lot of people along the way and making a difference. What's the first step before they kind of stumble on this thinking through a plan?

Page 9 of 16



Jeff: To me, step one is, who else wants this done other than you? I've seen people literally spent millions of dollars on film that no one ever sees, and so, the bad thing about the film business is people go stupid. They do things for ego reasons and reasons that have nothing to do, so I was trained by a guy named Sam Arkoff at Arkoff International Pictures. Beach Blanket Bingo, all those B movies of the '50s. He was the money behind Roger Corman.

Sam was just a practical businessman. He said, "If we were in the business of selling shoes, would we make shoes nobody wanted to buy, and so, why would I make film that nobody wants to buy?" If you start with that premise, and then you set a quality standard, and even if you don't know film, when you have somebody show you their work, you can look at it and go, "Okay. That's theatrical, I don't know why. That's filmic, I don't know why." You've got to just trust yourself to find somebody that's got that talent, and then is it story-driven, does it move people?

I finish "Bought" in June. I screened it for a couple of people and I sat there and watched it, and I didn't have the heart, and I literally stopped, flew back to New York where my office and director is. I said, "Guys, we missed it. It didn't have the heart. We ended up taking the middle of the film where it was the most moving part opening up with that. We had to shoot some new things," but then, finally by October, it's like, "Okay. That has heart." I'm telling you, this skill everybody has. Trust your own opinions, and set—

John: Trust but verify with the marketplace.

Jeff: Yes. That's exactly where I—

John: Use a little Ronald Reagan here. Let me go to the next segment... Book that you would recommend, Jeff, for your fellow entrepreneur.

Jeff: This is a different answer every month, so this is one of the happiest things. I'm doing two things that I've not done for over a year that make me credibly happy. One is, I started sending out thank you cards. I've always meant to, but I finally printed some, I just look down and saw at one of my desks. I printed some and it says, "I would sincerely like to apologize for my behavior on the evening of ... There's a blank, and so, a printed card for me apologizing for my behavior on the evening, because I thought it was funny, I printed it and because I think it's funny, I now send out way more thank you notes than I used to.

The other thing that I started doing. I had a mentor named Porchelli who is in his '70s. He's brilliant. I started getting books from him all the time, and I love the theme it has. Rule is, you can never send out a book you haven't read, so I adopted this strategy and I pick whatever book I've read in the last month. It was the best book that I read that month and I had a list of

Page 10 of 16



about 200 friends that I go through, and I picked 20 to 40 people that I think would benefit from that book, and I send that book out.

My assistant puts a sticker on the front of it, tells the story of Less Porchelli, and then I write a letter why this book was meaningful to me. That made me the most funding I've done, literally last year, of sending out books. When people get it, they know, "Hey, you thought of me. I'm important to him." It's been great for just letting people know, "Just because I never call you doesn't mean I don't love you."

John: That's great. It's great. It's one of those things that so many of us know that we should do, but don't do.

Jeff: It's so easy. It's automated, so at some point in the month, I email my assistant, "Here's the book." I just walked in the office today and there is these stacks of books and I know, "Okay, I got to write this email." This month's books, it's always, "What's my favorite interview? The one I just did. What's my favorite book?" The book is called "The Tools," and it's really a psychology book from a psychiatrist and a therapist who have spent the last 25 years working with people, and narrowed down five tools that really do help people change.

When they're under stress, when times are tough. Forget all the talk therapy. These are five specific tools that you can use in stress, and then ... Let me tell you. For entrepreneurs, dealing with stress, takes swings at the ball. Sometimes, you'll see me at the play spending around having not connected. It's ugly and learning to cope with stress so you don't manifest it in your body and end up losing your own health over trying to do good in the world and this is really important.

John: It sounds like a great book, Jeff, and even more in the process you're getting it out. I think it's one that all of us as entrepreneur should do with our most important relationships to touch. Let me go to the next segment, which is... application of the day.

Jeff, what would be an application on your smartphone that you would recommend to your fellow entrepreneurs?

Jeff: I'm hot right now on Asana. Asana, it's on my smartphone. I have the app, but it's also on my computer. I use it for managing my task, but also my team's tasks so I can assign and it's about getting rid of email. We're all communicating on task and projects on Asana. It's free. It was developed for software development and people work with Agile software development and it's literally integrated itself into my life. It's one that works and it has to be simple or I don't—

Page 11 of 16



John: I haven't used it, but I've had a couple of guys recommend it and we'll have to take a look at, because, the project management bringing together teams is just so important. It's a good way of reducing stress when it's working.

Jeff: Yes, so it's not Basecamp, but it's on my task, and all my team task, and all my projects, and just really functional.

John: We use Smartsheets, which is another process like that, and whatever you use, you've got to find one that your team really embraces, but let's go to the next segment because I know everybody wants this is resources. Jeff, let me pull up your website here and put it up on the screen. Its jeffhaysfilms.com and all the links will be at AES Nation. Jeff, tell us a little bit about what they're going to find other than some beautiful film and going in the background. What's at the website you have?

Jeff: It's interesting. I'm building, I'm separating out my brand Jeff Hays Films from me, Jeff Hays, and so I've got another website going up this week. It's Jeff Hays where I list all my other projects. Because I'm a serial entrepreneur, of course I'm doing more than one thing, so the Jeff Hays Films is a good place to start. It has the films I've done and the stuff that I'm working on or some of the things I'm working on now.

I'm doing, on my personal site that would be linked to that later this week. We're building an app on Gratitude that I can't wait for you to see that automates in Gratitude. We're also releasing a How To Crowdfund course and I'm doing that literally. I would rather giving away free than have to answer all the questions and it starts with, "Do you mind if I pick your brain?"

John: Just for a minute.

Jeff: Just for a minute, and its like, "Hey, I just realized. It'd be great if you help me do a crowdfunding campaign." I spent last year working for free for lots of people and it's just a recipe for disaster for an entrepreneur doing things that take all your time and make no money.

John: Very much so. Jeff, this has been great. Let me go to last segment where I'm going to give the key takeaways.

Whole bunch of notes and this is one of the interviews I'm going to recommend. Everybody go to AESNation.com, download the transcript. There's so many pearls of wisdom. Jeff has built a great business. Many of us would think it non-traditional, but he's just, I'm going to call, ahead of the curve. He shared with us his own business model, how to do crowdfunding, how to really create movements, and he use these different tools so that we can go ahead and really accelerate our success dramatically. The different ways of creating self-funding or self-

Page 12 of 16



liquidating campaign, building an audience is going to follow you to really make that difference.

Jeff, I want to thank you again for taking your time. Just that one1 minute to share with our 10,000 fellow entrepreneurs and I'm going to encourage everyone to go out and really download this. Everything is at AESNation.com, all the links. Go out and execute. Your clients, your future clients, they're counting on you. Don't let the down. We wish you the best of success.



A Second Opinion on Your Finances

A Complimentary Service from Financial Advisor Select for the Members of AES Nation

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If you're like many successful entrepreneurs, you and your family already have a relationship with a financial advisor. You may even work with several financial advisors. If you are completely satisfied with these relationships and confident that your finances are on track toward helping you achieve all that is most important to you, we congratulate you.

However, you may not be entirely satisfied. You may be wondering if there's a financial advisor who is better-suited to address your family's very specific financial challenges. If so, you are not alone. In today's uncertain economic climate, many successful entrepreneurs are wondering if they have the right financial advisor.

To help you find out if you are currently being served well, Financial Advisor Select is offering a complimentary second-opinion service to all qualified members of AES Nation. Simply <u>contact us</u> to schedule an exploratory call with one of our personal financial concierges. We will introduce you to a financial advisor who we believe has the ability to address your particular needs. The financial advisor will then meet with you and provide you with a second opinion on your finances. There is absolutely no cost or obligation to you.

Find out more about how Financial Advisor Select can help you and your family.

Why do we offer this service? Because at Financial Advisor Select, we have just one purpose: to help successful individuals and families achieve financial peace of mind by connecting them to top financial advisors in their communities. We look forward to assisting you.

Best of success,

John J. Bowen JE.

John Bowen Founder and CEO Financial Advisor Select

Page 14 of 16