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ACCELERATING ENTREPRENEURIAL SUCCESS PODCAST

EPIISODE  
**193**

**Nathan Hirsch**

Show Notes at: <http://www.aesnation.com/193>



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John Bowen and Nathan Hirsch

Episode #193

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:

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- 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 Bowen:** As an entrepreneur, if we want to create great value, we need help. Nobody creates much just by themselves. We need a great team of really talented individuals. Now between us, have any of you ever made a hiring mistake? Have you ever brought in the wrong person? Of course, we all have, or you've never hired anybody. One of the things that's happening today is with the Internet and with talent all over the world, we're all next door.

I've got a remarkable entrepreneur, Nathan Hirsch, who has been building businesses and having tremendous success, but he saw this challenge that each of us was facing as an entrepreneur and really has focused in on solving it. I wanted to have him on our show to show you what you can do to make sure you have the right team performing at the high level, creating all that value for your clients and customers in your own enlightened self-interest so you get to do well by doing well by others.

I'm John Bowen. I'm co-founder of AES Nation, and we're here all about accelerating your success. You do not want to miss this remarkable entrepreneur.

Nathan, you might be the youngest entrepreneur that I've had on, but one that's accomplished so much. Before we get started, I want to thank you for being on, particularly that you're coming off three days of knee surgery, too, so thank you.

**Nathan Hirsch:** Thank you. I might be the youngest, but I feel like I've had the most surgeries.

**John:** Yeah, no, and it's probably not feeling the youngest at this moment. Nathan apologized to me because he's on the couch recovering and not in his office, but he's a trooper and said he wanted to go forward on this. I want to share, Nathan, background. I was going to do the introduction because what you've accomplished in the college dorm and the line of things that you've done that led you to this is really impressive.

I'm 61. I'm a little older than you, and it's so easy for us, we get caught that the only way you can really get insights is from somebody that has a lot of experience. What I love, we got both a mixture of the older guys and younger guys and gals team, and I love having this diverse perspective, particularly from remarkable entrepreneurs like yourself that have just hit the ground running. Before we go into kind of life lessons that I want to share with our fellow entrepreneurs, Nathan, tell me how you got to where you are today.

**Nathan:** Sure. I was a broke college student looking for extra beer money on the side, and I noticed the bookstore was ripping me off. I was buying textbooks for hundreds of dollars, selling them back at the end of every semester for pennies on the dollar. I knew there were all these online bookstores that would give me more, so I came up with the idea to come up with a competing bookstore against the school bookstore. Before I knew it, I had lined up my

dorm room. I had the bookstore sending me cease-and desist letters. It was pretty crazy, and I made a good amount of money doing that.

What I noticed from selling all these books to different online bookstores is I came across Amazon.com, and when I found it and learned that I could be a third-party seller, I became obsessed, addicted to it, and this is all I wanted to do. But I quickly realized that I didn't want to carry around textbooks the rest of my life. I also thought that by now, they would be outdated and everyone would be on Kindle, which hasn't exactly happened. At the same time, I didn't have money to buy a lot of inventory. I didn't have a warehouse to put inventory even if I had it, so I wanted to come up with a different business model.

That's when one day, I came up with drop shipping years before I knew it was even called drop shipping, the concept that I would sell something that I didn't have, work with all these suppliers and vendors. I focused on sales and customer service. They focused on building a product and shipping it, and before I knew it, I was running this multimillion-dollar Amazon business out of my college frat house, hiring people before I could legally drink, making every good and bad decision that a young entrepreneur makes.

**John:** No, it's amazing. Give us a little scale, idea of the scale that you did, because I was looking at some of your background and I'm just going, "That's a lot of books and a lot of resellers and different vendors. That is a lot to coordinate."

**Nathan:** Absolutely. I don't have the book numbers because I didn't have ... I didn't even know I was running a business at the time. I was just doing it for some side money, but once I started the Amazon business, within a year we were selling over a million dollars on Amazon. By the time I graduated college, we were between three and four million on Amazon.

**John:** Yeah. Tell me, then, what led you from there. It was working pretty well, and I'm assuming that you had enough beer money. You covered that part. What was the next step in the evolution?

**Nathan:** Sure. I graduated from college. I had that decision, "Do I go out and get a real job like my parents thought that I was going to do when I first got to college, or do I pursue this business?" I decided to pursue the business. I ended up moving to Orlando, Florida, opened up an office, which was pretty cheap, which is why I moved there. I started hiring full-time people, and what I quickly realized from there is two things. One, all these people that I was paying 40, 50, \$60,000 a year, half the time they were doing very busy, data entry, low-level work and I felt like I wasn't getting a lot out of them.

Then the other side of it, I went from doing things I really liked, like building relationships and processes and building a customer service team to things I really didn't like, like HR and going

through applications and multiple rounds of interviews. When I learned about Upwork and the ability to hire remote workers, I became addicted to that, and I became determined to build a remote army, so to speak, where all my employees, they had assistants and the assistants had assistants.

It was just this great way to get talent from all over the world, because when I was just hiring in Orlando, I was competing against all these business owners for the same talent. It drove up the price, and it led to turnover, whereas when I hired people remotely, I could hire different people for different skills at different rates and really make it all work together. I quickly realized that once I got really good at it a few years later, that I could help other businesses do the same thing, because everyone can go to those same marketplaces and hire, but there's no one there to really assist them and to stop them from making the same hiring mistakes that every business owner makes.

**John:** No, this is really an area that so many of us as entrepreneurs struggle. We have some passion or we find something that I call strategic stumbling, the college bookstore. Obviously textbooks have just ... For some reason, it keeps on trying to be a very inefficient market, for whatever reason. When we see those inefficiencies and the opportunity, and people are willing to stand outside our rooms and write checks, not everybody, but one out of four hundred will run with it and take it. You've learned a lot of lessons.

One of the things as an entrepreneur is ... I was saying nobody accomplished anything great by themselves. You need a team. Most of us start ... I'm going to go back to Michael Gerber, a book, E-Myth. It's one of the top 10 business books, and Michael is a really good friend. It's a big turning point for me when I started. I was a good financial advisor, great technician in this and scaled up and managed billions of dollars, but I had never thought of myself as certainly a manager, and I never became one. I became a leader, just finding the right talent to be able to do this.

So many of my fellow business owners ... I'm involved in a lot of mastermind CEO groups. I just see them struggle with this, Nathan. You've started a company in this space. Before we go there, though, I want to go over some of the lessons learned that got you to that point, and then we'll bring up the company. When you think of building a company, any startup, one of the challenges is finding the right people. One of the things that you mentioned to me as we were getting together just before we turned on the camera was this concept of diversification in every part and how important that is in building this team. Tell me a little bit about what you're thinking and why that was one of the big lessons you learned.

**Nathan:** I learned this lesson at a very young age in year one of my company. I had what I called the manager of the day, and I would teach him to do everything from customer service to orders to ... No joke, his job would be to go around and wake people up in their dorm room

if they were late for the shift. They literally were in charge of everything, every part of the business that day.

On the other side of it, we had a lot of success with this one supplier, so we stopped worrying about other ones. We just focused on that one. Let's get all their products up, let's market it, let's sell it. What I quickly realized is every time a manager of the day quit, it took me three months to train someone else up to be that person again. Then one day, I was on vacation, my first vacation in almost a year, and our supplier decided to drop us. They didn't want to work with us anymore. We spent an entire year focusing on this one supplier, only to have them leave.

After I got back from vacation, we started reaching out to lots of different suppliers. We diversified very well. Within six months, we were bigger than we were before and more protected. We started hiring people for very specific compartmentalized projects and tasks, and we were very protected. If someone left, it wasn't the end of the world. We put someone else in the system. If a supplier dropped us, which obviously wasn't ideal, we were protected. It wasn't, "Oh, my god, all hands on deck. Let's fix this." That was a lesson I learned at a very young age. It's something I preach to my clients, the people that want to go in and hire one person to do everything. It really protects you long-term as a business owner.

**John:** Yeah, this is one that is so important. I've learned it. We learn things, but we don't always do it. Learn it and then you forget, and then there's a reminder. It's kind of a two-by-four across the head, is that somebody who is very important to operations leave or even worse, they should leave, and you're not in a position to release them for a new opportunity. This is where, as you start having your business be successful, it's so critical to have nothing critical as much as possible. Human resources for all of us is usually one of our largest expenses, if not our largest. Just having this great team, but having the redundancies there and not having this one person.

Yeah, and as you're working with these people ... I'm now going to number two, this whole concept of avoiding gray areas and setting expectations. How'd this lesson come about and what are you sharing with your fellow entrepreneurs so that they can be even more successful?

**Nathan:** This is the biggest mistake that people make when they hire. So many people, they hire someone, they have them work for a few weeks, and they realize the person isn't doing what they want or they're not doing the same work that the last guy did. There's some kind of confusion. It's all because they didn't set clear expectations upfront. I learned this from lots of hires. I hired hundreds of remote workers on my first business. The first one, I hired a worker from the Philippines, and you factor in the culture differences and all the stuff that goes with

it, I never laid out those expectations of what I wanted them to do, when I wanted them to do it, and how the business worked, what my pet peeves are.

What I recommend now is I actually have a document called the Client Expectations document, which is a terrible name, but I give that out to business owners for free, and it lets you outline everything. You hire someone, whether it's a contractor, remote worker, employee, you hand them the document. You're like, "Read it. Let me know if you have any questions. Are we on the same page?" "Yes." "Okay, let's start training." It saves you so much repeating yourself, and it also saves you so much time down the line. When you go into something with a gray area, something that's not quite clear, it's only going to cost you time and money down the line.

**John:** I have a virtual company with probably about 30 people working with me now and multiple businesses. The thought process is we're bringing in two more or three more people over the next 30 days. We're scaling up and I would expect to bring in a number of more. What happens so often ... When I did the hire well, one of the key things was that I'd bring them in because they were talented and oftentimes proven talent, and they've done great things. They come in and we wouldn't really have a great hiring process, not a great onboarding process, and lo and behold, they wouldn't be successful. The reason was it wasn't that alignment of what we wanted to accomplish. I think this is one of those, if you can start right from the beginning, is going to be invaluable.

Let me go, though, and let's talk about a client isn't always right. That's one of the mantras out there, is the client is always right. How do you see it?

**Nathan:** Yeah, and it kind of goes both ways, on the client side and on the worker side. The client's not always right, but at the end of the day, you want to make them happy. The core of your business should be customer-service focused. Whatever you can do to compromise and make them happy, especially if they're your first clients, treat them like gold. On the worker side, there's always compromising when you're dealing with real people, and just keeping everyone happy should be your top priority.

It leads to way more issues down the line. Stuff tends to pile up in business, especially if you have a lot of different personalities working together, a lot of different clients that you're dealing with that all want different things at different times. If your core focus is how do we compromise to make sure everyone's happy at all times, that's really how you scale. Right now, FreeUp has over 500 workers in our network, and that's a lot of people to talk to.

On the other side, we have thousands of clients in our network that all want different things, have different expectations, have different hiring experiences in the past. Keeping everyone happy is incredibly hard and challenging, but when you make it the core focus of my internal

teamwork, the goal is, let's figure out a way to make everyone happy with what's going on with the systems, the process, the policies, the payments and charges, every single thing, you're going to have a lot more success.

**John:** Well, one of the things I like, Nathan, what you're really doing, is when you put that bar there that you're going to really want this to be delighted clients on both sides of the equation, the talent coming in, the companies that are engaging them. Then, what you do and this is what ... You have to create the processes because it doesn't happen by accident. We can maybe have it happen by accident with one, two, three, but, as you're saying, you've scaled up to 500. I know you've got plans to grow much larger than that, and what happens is it's so important to put that bar, whatever you're doing, and there's got to be satisfaction, because this is how we leverage our businesses and people, the word of mouth on both sides said, "Hey, this is a great place to work. This is a great place to find the right talent to really make a difference."

Yeah, one of the challenges, and I see this in myself, the temptation is in today's world, the Internet world that we're all living in, I can find out how to do anything at any time. Click on YouTube for free and whatever you want, somebody's recorded something. With my weaknesses, well, I probably should do what is go ahead and just work on my weaknesses, and you say, "No ..." and I'm in agreement on this "... we're going to focus on turning weaknesses into the strengths." Tell me what you mean by that.

**Nathan:** For me, one of the best meetings that I've ever had was my business partner, Connor, and I. We've worked together for over eight years. He's actually one of my first hires. At that time, we were clashing a little bit. We were stepping on each other's toes. We had different ideas of where the company was going, and we sat out on a balcony and we literally just told each other, "Hey, you're bad at this. You're good at this. You're bad at this." By the end of the conversation, we'd identified that we were polar opposites of each other. We had a list of strengths, a list of weaknesses, and then we had stuff that neither of us were good at and it was like, "Okay, we need to hire for these things."

Whenever I consult with people, and these are easy consulting sessions, people are like, "Where should I start hiring for my business?" You can either hire to take things off your plate and hire lower little people and put them into your processes, but the other side of that is you hire for whatever you're bad at. If you're not good at marketing, hire a marketer. If you're content is bad because you're a poor writer, hire someone to do your writing. The best businesses are the ones that have figured out how to take these weaknesses, the things that are holding them back, and turn them into strengths by hiring the right people to do it.

**John:** Yeah, I know. We're pretty aligned here on all this stuff, Nathan. I'll give a real-world example. I got a whole bunch of books back there. I've written 20 of those. Well, oops, let me



say that again. I've been the author of 20 of those, either authored or co-authored. That's a lot of books. Now, we're producing e-books and books. Probably I'll do four or five that I'll be the author or co-author this year.

Okay, if my high school teacher, my ninth-grade teacher, Mrs. Arbies, found this out, she would not believe it. The reason why ... I actually did write the very first one. After that, I did exactly what you said. I know the power of being a thought leader, positioning, everything else, creating content. The challenge is that it takes me a huge amount of time to write. Well, maybe I should hire a writer, an editor, copy editor, and the graphic designer and everything else. We typically now turn out a book in 30 days, and what was one of my weaknesses ... Great at math, financial guy, all that stuff. English stuff didn't work very well.

We are now considered one of the thought leaders in our space, one of the major ones. Yeah, this is whatever you're doing out there as a fellow entrepreneur, it's something that you really have weaknesses holding you back, this is where finding the right team. I just remember the very first writer I hired. I had written an article and asked her to kind of make it a little better, and it came back and she didn't send a redline version, and I'm going, "Did she do anything?" We did a few of these, and on the third one, I go, "You know, I got to check her. Is she really doing anything, because this sounds like me?" Then, on Word, Microsoft Word, you have the ability to compare documents. Never do that with a good writer, because I had red lines all over the place, Nathan.

It's the same with technology. I'm a big user of technology, but, boy, in today's world, there's so much talent out there. What I love is they bring not only the ... You give them the idea that you want and then they take it from there and just make it so much better.

**Nathan:** Yeah, absolutely. They make you look really good, right? I have a team of 20 people that do a lot of things that I can't do, from managing social media pages to the graphic design to editing my videos that go out. They make me look incredible. Surrounding yourself with those people is really everything. I could spend the next six months learning how to do Facebook ads at an incredibly high level, or I could use my guy Ian, who does a fantastic job. He has 10 years of experience just marketing in general, and he takes it to the next level and he'd be better than I would be if I spend the next year or two learning it. Figure out how to strategically turn those weaknesses into strengths is everything.

**John:** Well, and one of the challenges as we're doing all this is how we treat our teammates, because I grew up in an age ... I have a military background. I was a pilot in the Navy. Clearly chain of command there. I'm 61. In my age, it was chain of command for all. People were fortunate to have a job type thing. Now, in today's world, as we were talking about, workers have choices, and you got to treat them right or you know what? I live in Silicon Valley. You

don't treat them right here, they can walk across the street pretty quickly. In today's world, they could be anywhere and walk across the street virtually.

What are you talking about treating them well, and then how do you do it?

**Nathan:** Yeah. I got clients that come to me, and they're like, "Everyone I hire quits." I'm like, "All right, let's get to the bottom of this. Show me how you interact with people." I'll introduce them a few workers, and they'll shoot off an email that's talking down to them and makes them feel terrible. That's not that team mentality at all, and they're really nice clients. I'm like, "All right, let's take a step back. Let's go through this email and figure out how to change it so that you're not always talking down to someone."

A lot of people don't do it intentionally. What we have to realize is all these different workers, especially when you hire remote, come from different backgrounds, have different emotional stability. They have different clients that treat them in different ways. They might have clients that treat them really well, and then they get to you and if you're not treating them on the high level, they're really looking for that.

You need these people more than they need you or just as much, and you have to treat them well. You have to figure out ways to show them that their work means something. For example, don't just give them a sheet, have them do the work, hand it back to you, you give them another one. Show them how it actually impacts the company. Show them the goals of the company, how what they're doing impacts those goals.

Thank them when they do a good job. Tell them when they do something bad, something good, so it's not just hopping on them when they mess up. Really make them feel part of the team and something that's growing and something they want to be a part of long term, because even if it is a one-time project, if it's a graphic designer for a logo, you want to be able to come to them again in five years, maybe, for another project, so you want to build those long-term relationships. So many people, they kind of think that they're the boss, they can talk to anyone any way they want, and they have a lot of turnover. We both know how expensive turnover is. It kills startups. It can set you back months and cost you a lot of money. It's a lot cheaper just to treat someone well to begin with.

**John:** Yeah, we have almost no turnover, and one of the reasons why we do it is I follow your advice. The way I've found it to be different is I just, particularly with virtual assistants, virtual contractors, independent contractors, is that I treat them as fellow entrepreneurs. They do have choices, and they are entrepreneurs. They may be small scale, they may be solopreneurs, but they have the choice of who they do business with. Very seldom am I the only one they're doing business with.

I like it that way. In the days of when I had employees, one of the big things was I had to create enough work for them to be all fully engaged. Well, with entrepreneurs ... I like virtual businesses because ... or working with virtual entrepreneurs. The idea then, they get up every morning ... If you inspire them and they want to be part of your ongoing team, they want to help you become more successful. They want to create a bigger pie so they can play a larger role.

This is where there's so much more alignment versus the entitlement type model. To do that, you've got to treat them ... This is a rule I just always remind myself is they're a fellow entrepreneur. They may be a smaller scale. Sometimes they may be bigger, but they're going to have their ... They're the right talent, they're going to have that unique skill that is valuable in the marketplace, and you've got to attract them much like you would attract their client. Right, Nathan?

**Nathan:** Absolutely. You really hit it on the head. A lot of people forget that these remote workers, they're freelancers. They work with other clients. They have lots of opportunities. Just like you get access to talent from all around the world instead of just being in your town, they get access to clients from all around the world as well. It's really the best. On the personal side, yes, it's great to treat people well and you build those strong relationships. Some of the cool stuff for me is whenever I travel, I always get to meet up with people that I've done business with one way or another, and it's kind of rewarding. On the business side, if you just look at it as a strict business decision, it costs you less money. It'll make you more money long-term if you can figure out how to motivate and treat people well.

**John:** Yeah, no. It's funny. I have an executive assistant, Stacy, who is in Des Moines, Iowa. I had never met her. She had been working with me for about three months, and we were doing a large event in San Francisco, so I flew her out. A good friend, who wasn't at our event but happened to ride down with his wife was from Des Moines, Iowa, too. They started talking and he didn't know I was there, and he was running a large event at the same time. We were just talking. We got off the phone.

It's a crazy world in today's world that many of the team members I've never met that are very important to me, we try to create times that we get together, but sometimes you just can't do that. It's always giving them ... I treat them, quite honestly, Nathan, better than employees, because the employees, there's usually the golden handcuffs, there's incentives. They're there. Here, these people, they push one button. You could hang up on me on Skype and you're gone type thing. It's not that kind of ... a whole change. What are you seeing? Your contractors, when are they raving that this is somebody they want to work with? What are those people doing?

**Nathan:** Well, one of the cool things about FreeUp is we have very little turnover in general, but it's also against marketplace policy to drop clients. Part of it is not every client is rainbows and butterflies, and we want to teach people to deal with tough clients. A lot of it goes back to stuff we already talked about like avoiding gray areas, setting expectations. The client is always right, but make them happy, all that kind of stuff.

A lot of it is the client isn't malicious, just like most of the time the workers aren't malicious. They want what's best for their business. They want to treat someone well. A lot of times, they don't know how. They don't know how to manage people. They don't know how to set the expectation. They don't know how to treat people well or how to motivate them and how to set goals.

Part of signing the worker with us is also educating them, and the worker almost comes into it as a business owner, like you said, trying to help the client out, begin like, "Hey, I work with other clients. This is how you approach these different situations." We try to take on clients that are willing to not only hire but learn and improve as well. That's what's kind of cool about the FreeUp Network.

**John:** Let's go into ... I'm going to put up on the screen your website. It's FreeUp, and they have three Es, so any links are obvious. Anything we talk about will be at AES Nation. Give me kind of big picture. Our fellow entrepreneurs are going, "Okay, I know that I should be delegating more things. There's certain things that, weaknesses that I have that I can build into strength if I have the right team members." Give me kind of a little bit specific now and how you guys do it and how you differentiate yourself in the market from the Upwork and the different virtual assistant kind of services out there.

**Nathan:** Yeah. Remember, I'd been a client for nine years or so. I know what clients like and I know what they hate, so I really tried to design a marketplace that is everything that clients like. At FreeUp, we get hundreds of applicants every week. We have a great interview process based on my eight-plus years of hiring. We have 15 pages of communication marketplace guidelines that our workers have to memorize and get tested on.

Then we take the top 1%, we add them to the network, and we make them available to the clients first come, first served. As a client, it's free to sign up. There's no monthly fee. Any time you need a worker, instead of posting a job and getting a hundred applicants, you submit a request. We fill that request with one to three people, depending on how many you want to meet. Then you get to meet the worker, interview them quickly, hire them same day if you want to so-

**John:** Let me stop you just for a second. How am I meeting them, Nathan?

**Nathan:** Sure. You put in a request inside your account. Once we're ready to fill the request, you get an email saying, "Here's Bob. He costs 10 bucks an hour," whatever it is. Then Bob will introduce himself and all the workers ... Email, Skype, WhatsApp, Viber, PhoneCall. If you have your own software that you want to use to communicate with them, you can do that. They'll communicate with you however you want.

**John:** Let's do two different ways, projects and then ongoing type of work. If I have a specific project, walk me through. Give me a kind of makeup of a classic project that you have. The reason why I want to go in a little bit more detail, Nathan, is I have a lot of fellow entrepreneurs. I spend over 100,000 a year in various mastermind groups and CEO groups, so got a lot of CEOs. One of the things that they struggle with, and I did, too, is this concept of having this great virtual team is just huge.

People love that concept. Very few businesses are really using it to the level they could. I look at it ... I don't go overseas. I'm primarily all U.S. and a little Canada and a couple of other places, but I pay at the higher level than ... I'm not looking to save money. I want the best talent. I do very high-end services for the financial services and very successful business owners. We have also a division for the super-rich, 500 million or more. I want just the top of the top. I want to go into detail so my fellow entrepreneurs can go and say, "Okay, I can see how to do it. Okay, I want to get started, I want to try. I've got a project." You pick a project that would be a common one that they would do, Nathan, if you would.

**Nathan:** Sure. Let's say you wanted to build a WordPress site, just a lead page. Let's not forget, we're not an agency. We're a marketplace, so when we introduce you to the worker, everything else is between you and them. These workers, they're business owners. They're consultants. They do this all day long. A lot of them have their own systems and processes for how they do it, but the process for us is still the same. We introduce you to the worker. You interview them for 10 to 15 minutes, make sure that they're the good fit, they have the skills and the experience that you need. Click the hire button, you're good to go.

From there, they do a quick audit. They go over with you your goals, your expectations, what we talked about before, trying to eliminate every gray area so they have the complete scope. Once they have that, they're going to let you know the estimated hours that go with it, because we only bill hourly, and they need to get approval before they can start work. They're like, "Hey, this is the scope. It's going to take 10 hours." High estimate. They always overestimate. "Do you approve?" Client says, "I approve." They start working on it.

The best part about us, as I mentioned, those communication guidelines, they keep you updated every step of the way. So many business owners fall into that trap where they hire someone for a month project, and they get up there or to the end, and it's not at all what they

thought it was going to be. You're going to get those hourly, daily, weekly updates. A lot of times, they'll ask the client, because not every client wants an update on the hour.

Yeah, then it goes from there. Then when you get close to the end of it, they'll let you know, "Hey, we're right on with our estimates," or, "Hey, can we approve another hour?" Then when you get to the end, the client might say, "Okay, here's a few extra got on." They'll give estimates and repeat the process. It's really that simple, and it's structured so that it's fair for everyone, and there's no surprises when the client gets the invoice or gets the finished project.

**John:** Okay, let's go one more step. Let's say it's some ... Again, you pick, if you would, what's an ongoing type of relationship that someone's going to have and how is that going to be managed?

**Nathan:** Sure. Some people hire remote project managers, and this is a freelancer that they do project management for a bunch of different clients. Some projects go up and down. A lot of times, you'll start off with, "Hey, I need you X amount hours a week." Is it set schedule? Is it flexible schedule? All that would go in the worker request. If you need someone that can work every Saturday, we'll only introduce you to someone that can work every Saturday.

From there, we introduce you to the worker. Same thing applies. They do that one-to-two-hour billed audit period, go through everything, goals, expectations, game plan. Then from there, if it's more of an ongoing stuff, it's what support do they need? Do they need to set up Skype calls? Do they have to hire lower-level workers to work underneath them? Whatever it is, on more of an ongoing, whether it's part-time or full-time basis, and how long the project's going to be, whether it's indefinite or whether it's one month. Setting all those parameters up top, and then it's setting a start date, which is usually pretty quick, and getting going with the project.

**John:** Give me the business model of pricing that you guys do.

**Nathan:** Sure. If you go to FreeUp.com, click Pricing on the top. It shows all the different skill sets we offer. Essentially, we have workers from five to \$50.00 an hour.

**John:** Okay, let me put that online, too, so everybody can see. FreeUp.com/pricing, it's right there. I've got it on the screen if you're watching the video.

**Nathan:** Cool. Essentially, we have lower-level, mid-level, and expert-level workers. Lower-level workers, they have years of experience, because we're not a marketplace for newbies, but they're process-driven. They're there to do what they're told, to get instructions from a client. The way one client does it may be different than another. You shouldn't just go say,

"Hey, I don't know anything about Facebook ads. Let's hire a lower-level worker to do it." You really got a system and process that you put them in.

Mid-level workers are that next level. Maybe the lower levels are 10 and below, whereas mid-level are more in that 10 to 30 range. They're specialists. They do one or two things really well, whether it's building Shopify stores, back to design, writing, whatever it is, and they do the same thing all the time. You're not hiring them to train them. You're hiring them for them to bring their own experience to the table and execute that one thing very well for you.

Then you've got those top-level consultants. Those are the people with years of experience. They can do everything from the top down. If it's Amazon, they can do PPC and SEO, and really anything that goes along with Amazon. I mentioned how the experts work. The first one to two hours billed time, they go through, audit everything, come up with a game plan. They can act as project managers, get your approval, and then get started on executing that game plan.

**John:** Now this is great, Nathan. Let me go to kind of wrap this up, because this has been just so invaluable. Kind of the key takeaways that I'm walking away with, what jumps out at me is the power of delegation and building the right team. Boy, we used to be so limited because we could only work with the people right near us. In today's world, we've got the whole world. Well, that makes another dilemma. We've got great entrepreneurs like Nathan that are rising to the occasion to help us.

Let me go over the big five that he talked about, is diversify in every part of the business. Instead of having full-time employees, having part-time independent contractors, our ability to build redundant systems is very real. To do that well, though, we've got to avoid the gray areas and set expectations, and we've got to be clear before we get started what we want to accomplish and what are the expectations and how we want to work together with, and this is really a big deal, is with your fellow entrepreneur. They may be solopreneurs, free agents, but they do have a choice. I tell you over and over again.

I love that you're facilitating this, and you're facilitating, trying to keep both parties happy, but each party has to do their part as well, the client and the worker. The big leverage in today's world is finding ... For most successful entrepreneurs, it's no longer ... We don't need to know what to do. Quite honestly, we don't even need to know how to do it. We need to know who, and this is where finding the right who ... You shouldn't be doing very many things. The right who can make the strengths just take off. Treat the fellow entrepreneurs well and you will do well.

I encourage you to take a look at, I think, a great service, FreeeUp. I will be using it. I haven't used it yet, but I will be using it because I'll tell you, these matching services, it is finding the

right people and the right spot takes some effort. Nathan, I appreciate you doing this, and I encourage everybody to go to AESnation.com, get the transcription, the show notes, and the links and check out what Nathan's doing and make sure to build a great team so you can make a difference. Your clients, your customers are counting on you. Don't let them down. Wish you the best of success.

**Nathan:** Thank you. Have a good rest of the day.



## A Second Opinion on Your Finances

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John Bowen  
Founder and CEO  
Financial Advisor Select