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Dev Basu

Show Notes at: <http://www.aesnation.com/157>



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Best of success,



John Bowen
Co-founder, AES Nation

John Bowen: As entrepreneurs, fellow entrepreneurs, how many of you would like to double or triple your business? I know I would. We all would. We want to make a bigger din in the universe, if you will. One of the ways we can do it is using today's technology. I don't know about you, I've had some false starts along the way. I was recently at an event. A very good friend of mine, Jason Gaignard does called "Mastermind Talk." It was about 160 fellow entrepreneurs. We spent four days in Ohio together. It was just phenomenal.

I kept asking people, "Who is the right digital agency to help me kind of accelerate my success?" Everybody kept on pointing to this one guy. He was so busy, I didn't really get a chance to talk to him that much, other than say, "Hi," and, "I'd love to have you on my podcast so I can learn a little bit more of what you're doing." I thought this would be a great opportunity for all of us because he was holding court there. Really, he's been very successful in helping so many people. I heard it over and over again. He has a concept he calls the five pillars of, really, success, of that doubling and tripling your business. If you're like me, you want to do it. Stay tuned and we're going to through step by step how you can do it.

Dev, I am so excited that you could join us today. Your kind of ... 160 guys. I'm a pretty big guy, too. I know sometimes on video people say I'm small but I'm 6'3", 240, and I can push my way around. You were already surrounded by a crowd. I really appreciate you taking the time today. I just heard nothing but great things. I want our viewers and listeners and my fellow entrepreneurs to really walk away with what you're seeing working out there, because you've got one of the most successful agencies out there. Dev, though, before, one of the ways I always like to start is a little of background. Share with me how ... You know, I always kind of joke, we probably didn't wake up at age 5 and say, "I am going to be a digital marketing master or guru." How did you get on this journey?

Dev Basu: Yeah, pleasure to be here, John. It's actually an interesting story. I was about 17, working at Microsoft. Didn't know anything about digital marketing, and we ran into a bit of a conundrum. Back in those days, we had a search engine called MSN dot CA, and this was before Bing existed. I had to send out this link, this really cryptic URL, on Sharepoint to about 300 people every single month. I just got tired of doing it, and so I asked them to search for it at that point in time. I wasn't able to say the big G word, as in Google, basically. They started looking for it, my customers, and they couldn't find this URL on a search engine that we had created. Lo and behold, this is a big problem, of course, big conundrum. We pulled in our creative agency to help solve the problem, paid them a whole lot of money, and they couldn't do it. They blamed it on the algorithm.

That's when I knew I was on to something. I started getting a little curious about how search engines worked and how content on the web was all organized. That's, in short, how I got on the journey to becoming somebody that really is passionate about digital marketing.

John: Dev, and this is one of the reasons why I wanted to reach out to you. I grew up in the financial services industry and I really have had the opportunity to grow a number of businesses. It's been more the relationship side. We've got a lot of great technology for all the investments and the advance planning things, but, six years ago, I didn't know what an SEO was. PPC and this, and that, and all the acronyms. What I want to do, and I think most of my fellow entrepreneurs are much more knowledgeable than I was six years ago, but I want to take them through ... I love your pillar process, the five pillars, because it's just like ... The large firm, Microsoft, obviously knows a little bit about technology along the way. I'm in Silicon Valley, and I'm just surprised how many people aren't using digital marketing, all the tools that are available, to really kind of ... You talk about that doubling and tripling, and, once you've got a great experience and your product solution, that ability to leverage now has never been greater.

Dev: Totally.

John: What are these five pillars?

Dev: I call them the five pillars of predictable growth. I'll talk about all five and then I'll talk to you about why important.

John: Yeah, let's dive in. Why don't you give me the big overview? Let's dive in. I want to go one at a time because I've got a bunch of questions along the way, too.

Dev: There's five pillars. The first one is the platform. The second one is the product. The third one are the people. Fourth is promotion, and the fifth one is performance.

John: Okay. Let's start right at the beginning. We've got platform. This platform, you're talking about the platform for content. I know one of the things that has been just phenomenal for me in growing our business is that content. We create all kinds of content. We found it is a great way to differentiate ourselves from the rest of the marketplace and to attract people who are interested in what we do to do it. Some of the content is like creating this podcast, this show today, the eBooks, the articles, everything. What do you mean, though, by a platform? What is that?

Dev: There's lots of ways to think about your platform. Really, think about it as a stage or the home in which you house all of your content. That can be different from business to business. If you sell primarily through video, then your platform could be YouTube. For most people, and for most marketers, it tends to be their website. Their website hosts all of their content, and so some of the decisions that go into choosing the type of site they basically have, the actual software that basically runs their website, can make or break their performance in search. Usually they end up getting to a point where they can't grow their business beyond

their website. The website almost shackles them to not being able to grow. Choosing the right platform is really important when it comes to being able to scale your business, whether it's through SEO or through other channels. That's why it's important.

John: Dev, give me an idea of what's a wrong platform to build on and what's a right one. A little bit more guidance.

Dev: Sure. You know what, if you're trying to maybe build your business on something like Wix or Weebly, or Squarespace even, for that matter, just because it's easy to get out the door and you want to get a landing page, that would be an example of a platform that does not scale. It won't help you as your business grows. Now, a platform that might make sense for you, if you're an eCommerce business, you might want to use Shopify. If you are in a coaching business or you're primarily doing information products, that might be WordPress, for example. If you're a slightly larger business, it could become Drupal or Joomla, for example. As you start getting really large, you get into platforms like Adobe Experience Manager or HP TeamSite, depending on the size of your company.

John: Let me kind of ... I'm going to go, because so many of my peers are doing this, too, Dev. We built really good size businesses, we're profitable, we're using tools like Salesforce for our CRM, usually some kind of marketing automation, whether Pardot or Eloqua or Marketo or something like that. We use Pardot and have different ... I'm using On24 for a platform for webinars and hosting some things. Is that what we're talking about, or is it something different?

Dev: We're really talking about a content management system, the ability to host all of your content onto one platform. When you're talking about marketing automation or your webinar software, you might be integrating the scripts, basically, into your website so that you're able to ... Think of your content management as a conduit, almost, that hosts your message, basically. That would be that second portion, which is the product. What is it that you're actually selling and the content that surrounds it.

John: Okay. Let's go. So we've got pillar one, platform. We're real clear. We've got the product. So many of the entrepreneurs ... We have some that are selling professional services, some that are selling digital solutions, maybe even including coaching, and then we have others that are selling tangible products, physical products. How does that affect these five pillars?

Dev: It affects it in the way that you start talking about your products or solutions. One of the things that marketers get a lot is tunnel vision, which is thinking about the way that you would describe your product or solution in a way that only you understand it. You might be using some industry lingo or jargon, not really thinking about how your end user, the person who

buys your product, your customer, your client, how are they looking for that particular product or solution? What kind of problems do they have? It's really coming down to the message of what it is that you're selling, for example, and how are you helping your end user or end customer.

John: Yeah. That's one of the, I think, the classic mistakes we all make it that we get so excited about our product and the features and maybe go to benefits. Really, most clients in today's busy world, they just want the results.

Dev: Exactly.

John: We've got to communicate that versus all the process and all that.

What about people? This is one ... Geez, if we didn't have to deal with difficulty of clients and then have all these employees, life would be a lot easier.

Dev: Yeah, well, people are super important. Without them, we'd have no sales. Those customers are super necessary. The better we understand them, typically, the better our businesses do. That comes down to really understanding who your potential customers are. What do they look like, what are their demographics and psychographics, what kind of problems do they have? Really trying to separate these into buyer personas, really understanding who is a coach, for example. Who is a high-end financial advisor? Who is a beginner who is just starting out right now? What kind of sophistication do they have? How do they graduate from one system to the next, and progress, basically, in their career? What's their income level? Are they more likely to consume a video coaching program or are they more likely to read blog posts?

Once you start really refining all of this down and start creating these buyer personas, I can actually create a persona called John and then put some characteristics of what John looks like and where he lives and what kind of content he consumes, for example, which really helps me shape all the content that I do. Without understanding your people, it's impossible to write content in a way that appeals to specific buyer demographics.

John: This is one of the things that I think my team does really well, is that we've been in the industry forever, both on ... We have two businesses. One, going ahead and really having the privilege of coaching some of the top financial advisors in the world, and the second is matching successful business owners with the right financial advisors that can address their challenges. What we find is we have our own opinion, having been in the industry for an awful long time, and we're right, but we also find that, by doing regular surveys and reaching out the different ways that we can now so cost-effectively, there's always that 15-20% that were surprised when we do these surveys. That allows us to put together whether it's an avatar or

ideal client or however you describe it. You can really have these people ... Make them real, paint that picture. It's a lot easier to serve them, both in the marketing prior to being a client, and then through the client experience.

Dev: Yeah, you hit the nail on the head with that one.

John: What would you ... How do you see, because so many businesses don't do surveys, how would you see...? What would you be recommending to your fellow entrepreneurs who, they've got a successful business but they're not really clear? I'm big on this concept of focused and simple and elegant. That's why I love the digital stuff now because you can measure, you can get focus. We're going to talk about how to do that. How do you identify who it is that you really want to work with?

Dev: There's lots of ways of being able to get survey data without actually doing a survey. If you're getting any amount of traffic on your site and you've got some analytics software on there, maybe it's Google Analytics, for example, or even if you just have a customer list, you've got e-mail addresses and phone numbers. Between Facebook and Google, you can upload that data and understand some pretty neat characteristics about your list, essentially. This can be a list of your existing customers, right. If you have something like Google Analytics, they've got some amazing demographic data in there that helps you get down to income, age levels, for example, affinity segments, so they could tell you kinds of affinity segments they basically have. Are they movie lovers or Netflix watchers, for example? When you start really pairing and stacking those things together, you can start building a ... They're painting a picture, being able to do that.

The other thing that I really recommend are micro-surveys. Not the typical survey that takes five minutes to finish, for example, and you might give something like a \$50 Amazon gift card. The uptake rate on those is pretty low. You get something between a .5-1% participation rate. If you started doing micro-surveys, these are where you might see a little popover on a page that asks you a question like, "Was this page helpful to you?" "What was the one reason why you didn't check out today?" It's usually a multiple choice question or a radio checkbox. That can give you a ton of good data from people that you've already paid for in terms of acquiring the traffic, or that maybe they're people that are on your list and they've come in through some e-mail promotions you're doing or whatever. The point is that you want to really use the existing traffic you have to constantly pull them to see whether their user experience is really meeting the standard that you're setting out in terms of the content you're creating.

John: Okay. We've got the first three now. We've taken care of ... Very first, we've got the platform. We're going to have our content base. We've got clarity on the product. We now really understand who we're marketing to, and we've used these sophisticated tools. We've got the people. This is the one I think my fellow entrepreneurs, we all want to race out and

market right away. If we don't lay this foundation that you've been saying, you can waste an awful lot of money. How do you see ... We set a really a high bar. We said if you want to double or triple your revenue. A lot of us kind of go, "Ah, yeah," you roll your eyes, there's no way that could ever happen. How do you do that kind of promotion to actually build to that level?

Dev: Right. It can be done. We did about \$500,000,000 of business that we generated purely through SEO for our clients last year. You have to get these first three things right to be able to do the fourth pillar of predictable growth, which is promotion. This is where, like you said, most entrepreneurs want to be able to get more traffic, is usually what they say, and usually that will be through page search. It could be Facebook ads, could be through Google AdWords, or they want to do it through SEO. The key over here is ultimately all of these mechanisms, whether it's through AdWords or through organic search or what we call SEO, they're intent-based marketing. That means that people are having problems, they're looking for solutions online. You need to be able to get in front of them. Right time, right place, right person. That's where the mix basically is. If you can get in front of them at that point, then you have a chance of being able to really earn that click.

Once you've earned the click, what's that post-click experience like? That's what number one, two, and three really help address. It's really funny because you start sort of seeing the dynamics of where marketers and entrepreneurs spend their dollars. For every \$100 that is spent, \$98 is spent on acquiring traffic, and only \$2 are spent on converting that traffic. It's kind of, I would say, a heads-backward type equation, right? You should be spending a lot more time trying to get the people that already land on your content to engage with you so that you can nurture them and convert them than try to get more people. A little bit like a leaky bucket, if you will, trying to get more in the top with very little coming down the bottom.

John: I know. When I've tried doing it the wrong way, it's ... I've grown most of my business organically and bringing people to us. We know who our ideal client is, the avatar, we're really clear on demographics and psychographics and we've used some of the tools that you've talked about. Prototyping maybe new businesses, you get so excited about it, you don't really do the first three. You just kind of go out and test-promote these things. Even though you can control spending fairly easy, you get so excited with all the clicks that you're getting and what I've found so often, when I talk to my fellow entrepreneurs, the incongruity between ... Yeah, okay, you had a great message. You could get a lot of clicks, but, if you don't take care of the rest of the experience, taking them through a nurture all the way through to becoming a client and then continuing to serve them well, it falls apart pretty quickly.

Dev: Absolutely. I see it all the time.

John: One of the things that, Dev, I want to go ... I was introduced to you for the search engine optimization. We were talking before I turned on the cameras, one ... Particularly the financial advisor side, less on the business side. On the financial advisor side, people don't usually wake up, at least my experience with financial advisors, in the morning to go ahead and do a Google search or a Bing or a Yahoo search for "top coach for financial advisors." I think, we look at the key word, it's about 100 in a month. I don't know if I'm going to put a lot of time into capture those 100 type thing, but maybe I should. That's another thing.

When you get into these places ... Boy, if there was a path where, on my business side, I know people are searching for solutions, and they're ready. They've talked with some other advisor and their not sure whether it's right and they'd love to get a second opinion, I'd love to jump in right at that point and have a great conversation. How do you help those two different groups think through the marketing? The entrepreneurs we have both those.

Dev: Yeah. It really comes down to push and pull marketing. SEO is great when the intent of the customer, basically, exists. When they're out there looking for solutions to their problems, whether that's a coach or a product or a service, for example. It's fantastic because SEO, the organic side of the search results. That's purely because people love to buy but they don't like being sold. They trust organic search results a lot more than the paid ones. If there is already a fair amount of volume, you want to fish where the fish are, essentially, then SEO works fantastic.

It's also a demand-harvesting medium. That means as, if people are not rolling out of bed and looking for someone like yourself in terms of being a financial advisor coach, then you can't necessarily use SEO to be able to tap that. Now, what you could do is you could start building a market, essentially. If you look at HubSpot, they coined the term in-bound marketing. It took them about 7 to 8 years for that term to be searched enough through their content-marketing efforts. Now they dominate it because they basically created the industry. You can always end up doing that, but then, if you do that, it's the long game that you're playing.

If you're in the process of trying to get in front of coaches who could use an advisor, or rather a financial advisor who could use a coach, you want to think about other particular channels. Facebook would be a fantastic one, or even using Google AdWords with the display network and getting onto the forums where financial advisors talk to each other. That would be a good way of putting an ad right in front of them when they're talking about how they could double down on their earnings goals for 2016.

John: This is so important. One of the things that I'd encourage everybody to ... Don't think ... We're talking financial advisors because of my business, but I want you to be think about your business. These tools, this is pretty universal. I don't know, Dev. Is there a business that you've not been able to help digitally? Somebody that's having ... You can have startups that

they've never gotten a proven product, but if somebody is having success offline, I just can't imagine why they can't do it digitally.

Dev: No, I haven't encountered really a business yet. There's been certain types of businesses that are difficult to promote. For example, in the pharmaceuticals niche or if they were selling guns or something like that.

John: Yeah.

Dev: It depends really on the country. I know in the US it's different that, in Canada, you can't really promote, for example, firearms products. If that's the case, then that becomes definitely a little bit more difficult, but if you have a market and you're selling product today offline, 100% people are at least researching it online and then buying it offline.

John: Yeah. There's all kinds of studies that almost every transaction that happens of any significant dollar amount, and we're not even talking very high dollar amount, that there is, depending on which study you believe, somewhere between 78 and 98% of the time, they're doing a search to make sure they're making the right decision.

Okay. Let's go to the last P. This is performance. What do you mean when you talk about performance here?

Dev: The high level of what I'm talking about is identifying the key performance indicators that predict success. You need to know what that actually looks like. Step one is to step away from vanity metrics, the things like traffic or impressions or eyeballs. A lot of agencies really even still say, "How many eyeballs are you getting?" I don't know how they really survive in this day and age. Really talking about the metrics that matter, which are ... At the end of the day, the only one metric that you should be measuring is ROI. There's something called return on ad spend, ROAS, as well, that can be useful. If you're not driving revenue and sales through your digital marketing, then what's it really good for anyways?

From a performance perspective, what you really want to pay attention to is identifying your heroes and separating them from your losers. What I find in any campaign, usually, is the 80-20 Pareto principle still applies. 20% of what you're doing is producing 80% of your results. This is what I talked about at Mastermind Talk, which was, in terms of content, 20% of your content is generating 80% of your leads. If you go look at your analytics today, just go into your reports and start seeing how much traffic your blog posts have been generating, you'll find that, again, somewhere between 5-20% of your blog posts are generating 80% of your traffic. Those are the heavy hitters.

It just goes to show that, if you didn't actually have a digital analytics measurement model, a way to basically have a yardstick to know what success looks like, you're basically ... You're essentially doing a bunch of things and seeing what sticks at that point in time. That's no way to be able to actually scale ably grow a business.

John: I'll tell you, this is, to me, one of the most exciting parts of the ... What happens ... I never ... I really started using digital marketing about six years, and I'm a financial guy so I'm very comfortable with numbers and return on investment and so on. Marketing, for most financial services firms, even today, is kind of like, "Okay, that feels good." I've got a great marketing group working with me, a big team, and what we find is we no longer have debates anymore because what's so powerful about digital is the concept of separating the heroes and losers is very hard analogue. Once you get to digital, what you can do is you don't have to spend a lot of money to test ideas. If somebody says, "I really think this is a great idea," the response of the whole group is, "Well, test it. Test it. Prove it." That's a lot of fun. That's a big difference.

Dev: You know when you're doing it right versus wrong is if you have a lot of conversations with your team where you say, "I feel like it's working," versus, "I know this is working." Whenever an emotion comes in, you're talking about how you feel or you think, at that point in time, you don't have a measurement model that everybody can agree on. It really is binary. You're either succeeding or you're not. That's where knowledge basically comes in. That means having to agree upon the same barometer or yardstick to measure what success looks like.

John: I know you were talking about it at Mastermind Talk, I was hearing this hero and loser. This is something that is one of those blindingly obvious concepts that nobody does, really, to the level they should. When you have something that's running, reallocating the spin to the heroes and just that magnitude of growing is pretty phenomenal.

Dev: If you just do that, it's compounding returns, basically. If you make a discipline out of doing that where you're rewarding the hero campaigns, the hero blog posts, the hero lead magnets, for example, again and again, guess what? You're going to start doubling down on growth really quickly. Having that discipline is what I see that most firms don't have. They just don't have the rigor built up at that point in time. Working with a partner or having somebody in-house to actually build that practice can make all the difference.

John: We have a ... I outsource everything, but I have some key people that I've worked with. One of the things that I've found is bringing, even when you have ... I have a really good team and weekly we go over all ... At least, I'm included. They go over more frequently than that. Weekly, I see kind of the heroes and losers and what recommendation, changes. We're trying

not to change too much at once, but just you've got that control or that baseline that's working, and you're always competing against your best. Boy, it's a great way of doing it.

I've also found, by bringing in outside very talented people like yourself, there's so little ... This is where, if you can change 2 or 3% of how you do something, oftentimes that's where it really takes off.

Dev: Yeah, totally. If you take the 80-20 rule and double down on it, it turns out to be a 96 and a 4, right? Really, 4% of what you're doing is producing 96% of your returns. When you really start digging into it and identifying what that 4% is, just making it minutely 10, 20, 30 points better can mean all the difference.

John: Let me go, and this is a good time to do it, to resources. Dev, I want to pull up on the screen, I'm pulling up your website. For those of you who are listening to this, we have it at the AESnation dot com. You can go, we have the show notes, the transcripts, and all the links that we're talking about. They go to your company, Powered By Search. How would they learn more about...? I actually did do analysis on my website when I first went to it, Dev, and that's one of the reasons why I confirmed that I needed to talk with you. I think we have a really good one, and you pointed out, even on the simple test, that there's room for improvement. What will they find there?

Dev: I think you could go over to our resources section. We've got tons of content on there, depending on whatever channel it is that you're trying to optimize, whether that's trying to figure out how to hire a digital agency or you want to watch a webinar on the mistakes that you shouldn't be making with your AdWords campaigns or your Facebook campaigns. It's all over there. I encourage you guys to basically check it out.

There's also a conference that we do as well, John. It's called InBoundCon. That's inboundcon dot com.

John: Let me put that up on the screen. Every October you do this now, is that correct? In Toronto?

Dev: That's right, yes. In Toronto, Ontario, yeah. In Canada. It's on it's fourth year running at this point in time, so we have a great bunch of people come out, about 300-400 people, all marketers. It's a one-day intensive conference. You learn the whole digital marketing stack from how to acquire traffic to engaging it to converting it and then building loyal advocates.

John: Who should come to an event like this? I always struggle because I'm kind of the ... I'm a good technology user and leader of my group, but I don't really want to get down to the

nth degree. My job is kind of orchestrate. Should the senior, kind of the CEO, should it be the technology people, marketing people? Who should come to this kind of stuff?

Dev: You want to look for people who have sort of an intermediate or senior level stake in the success of the business. It could be you and your second in command, whoever that is, in marketing. There's a number of things that, even as a business owner, you'll learn that are not down to the nitty gritty level, things like consumer psychology, things like being able to improve your copy writing on your landing pages, latest techniques in being able to drive down cost of acquisition in your paid search campaigns, and just to be able to ... Even that you take on one golden nugget out of that, basically. What we did last year was really say that that one golden nugget could be \$1,000,000 in revenue difference for you if you just were able to take that away and actually actionably apply it to your business.

In fact, on the resources center, you should be able to see all our videos from last year. If you want to see what the quality of conference really is, check it out. It's got some of North America's best digital marketing experts coming out there.

John: Dev, let me put you on the spot one time here on it. One of the challenges for guys like me that are a little bit knowledgeable, my fellow entrepreneurs, they know just enough to be dangerous on this stuff. Picking the right digital agency. I've got to tell you, it's been hard, and I've made mistakes along the way. So have probably everybody. It's one thing ... Marketing people sometimes, I don't know if you've ever heard anybody do this, but they can over-promise things. Digital marketers can do that, too. How would you sort out, help fellow entrepreneurs with successful businesses, sort out finding the right digital agency to work with?

Dev: We've actually created a resource on how to hire a digital marketing agency in our resources section that you can go download, but I'll summarize some of the points that are in it. Basically, you want to work with a partner that will open the kimono, so to speak. If there's anything that black box or esoteric about their practices, that's so proprietary that they can't talk to you about it, you probably want to run for the hills at that point in time.

John: Let me just stop you. When they ask you to sign the nondisclosure agreement because it's so proprietary, go somewhere else. The financial guys do that, too, and it's just ...

Dev: Yeah, that's a good point. Other than that, I would say look for ... Success leaves clues, of course, so start looking at case studies of what they've done for other businesses. It doesn't always have to be the case that they've done it exactly for the same type of business that you're really in, but, generally speaking, successful agencies will use a framework, basically, that they apply to all the businesses that they work with. You want to look for some case studies, and ideally you want to connect with some of their existing clients, as well, and see

what their experience is 90 days in. The first sort of 100 days really matter in being able to work together and see if you gel well. Beyond that, at 12 months, 24 months, 36 months, basically, working together.

If you are able to ask the agency tough questions and they're not able to skip a beat basically in being able to get back to you, really that builds value and trust in the relationship. You also want to look for somebody who basically under-promises and over-delivers rather than the other way around.

John: Great advice. I think if everybody follows that, they will do exceptionally well. Let me summarize what I've heard because these are the key takeaways that I'm walking away from. They're really good. The five pillars of ... This is important. Predictable growth.

Dev: That's right.

John: This is what we're all looking for. Dev started out with the whole platform. As you're creating content and different tools, having the right platform makes it so much easier. Then getting clearer on the product. The simple and elegant what you're out there actually delivering. Then the people, getting clarity on who you're going to deliver it, who is it resonating. There's so many tools out there, and I talked about surveys, but they cost money and the response rates are right along the 1/2 to 1%, and that's with some pretty big incentives and so on. The analytics, I've been blown away with Facebook and Google. What they just show for free is pretty amazing. The micro-surveys, we've done just a tiny bit of that that Dev talked about. It just can be really powerful.

Then the promotion. There's just so many different ways to do this. This is where working with the right person, because you can waste ... Having done this, you can waste so much time. Then when you have the right person that actually knows it can do the test, do it cost effectively, get the market to respond, and take off, it's pretty amazing. The best part that I love, and Dev talked about it a lot, is the performance. The KPIs, the key performance indicators. The big one to me, as a financial person, is return on investment. Unlike everything else out there, digital marketing is now, compared to the days of running print ads and hoping it works, or TV, or this or that, it's so easy to measure this stuff. Really, every one of you owes it to yourself, if you want to accelerate your success, really make a bigger difference with more people, in your own enlightened self-interests so that you do even better, you've got to really take these actions and run with it.

Dev, I want to thank you for taking the time today. I know you're really busy. The transcript I've got AESNation dot com. The transcript's there, the links to everything we showed, including the resources. Dev, I will put also ... I'm going to pull off and just have, with your

permission, that selecting the right digital agency and ... Dev, you're still taking clients, I'm assuming, too?

Dev: Yep.

John: Okay. Also the conference, too. Really appreciate. One of the things that, as entrepreneurs, if we're going to accelerate our success even more, we've got to use these tools. Your clients are counting on you, but you know who is really counting? Those future clients are going to make a huge difference. Wish you the best of success.

Dev: Thanks, John.

A Second Opinion on Your Finances

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