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ACCELERATING ENTREPRENEURIAL SUCCESS PODCAST

EPISODE  
**204**

**Mark Donohue**

Show Notes at: <http://www.aesnation.com/204>



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Best of success,



John Bowen  
Co-founder, AES Nation

**John Bowen:** I am extremely excited. I've got a special guest here today at AES Nation, and, you know, we're always talking about how can we accelerate our success, and really make a difference in the world? Well, I've got an entrepreneur who's making a huge difference in the world, and he's extremely well qualified to do it.

Mark Donohue is an amazing lifetime entrepreneur. I met him at Peter Diamandis' Abundance 360 program, and Mark was on stage sharing what he's doing from an exponential side, and you can understand why he's considered an expert in strategy, and design, and teaching, and software, all this, you know, along with Impact Investing, and ...

I'm looking at my notes, because there's so many things, I just want to highlight a couple things. One, he was a past entrepreneur in residence, and then a senior fellow in social engineering at Babson College for a total of eight years, where he graduated as well. And then, you know, a big honor in 2011, Mr. Donohue, Mark, was honored as one of the top, you know, top, top, 100 American Thought Leaders in Trustworthy Business Behavior.

We get asked so often ... Talking about who'd you like to have on, you know, you want people that are going to help you really make a difference, and touch, and in Mark's case, he's going to be touching over a billion lives, and doing it in a way that's going to have amazing, amazing impact. And I want him to share with us what he's doing, so you can see what's applicable in your business as well and make that huge impact that you want.

I'm John Bowen. I am co-founder of AES Nation, it's Accelerating Entrepreneurial Successes, all about having you take off. So, make sure ... Stay tuned, because you don't want to miss a single word here.

Mark, I am so excited that you're here with us today. First of all, thank you for joining us.

**Mark Donohue:** Thank you.

**John Bowen:** Yeah. It's a lot of fun. We got a quick chance to meet at Peter's Mastermind Group, and he brought you up on stage, because you are doing some amazing things, and, you know, you've learned a lot of life lessons, you're applying them.

What I'd love to do is get a little ... Before we dive in on all of that, get some of the background of, you know, how you got to where you are today, because all of us want a little of that framing, so that we can really dive into your life lessons.

**Mark Donohue:** Well, I started at Babson College, graduated in '88, and in '87 at school, I had a rather precocious insight, into, I realized that I'd rather be worth 25 million when I was 60 years old, than a billion, which sounds odd, but as the saying goes, "Life's about a way of

traveling, not reaching the destination." And I decided to focus my career on the conscious use of capitalism to solutions to both society and the planet, and that's defined my career.

**John Bowen:** Now, it really ... You know, this is something I think that's so important for all of us, is that, you know, we ... I have the privilege of studying the super-rich ... We call 500 million, and above, and I can tell you, you know, I mean, money does buy ... I don't know if it buys happiness, but it does insulate from some pain, but after a certain level, you know, it doesn't really make a huge difference. And it's not all about the score card of money, you know. We're in business not for more business. We're in business to support the quality of life. And so, each of us have, you know, a different perspective on that, Mark, and I really appreciate yours. I'm more in line ...

You know, some of the times ... Particularly, at Abundance 360, I'm sitting there listening to some of the guys who are ... Are probably not quite as aligned, you know, and they ... Not only do they want to touch a billion people, but make a billion dollars, and, you know, there's nothing wrong with that. That's why capitalism works. We all have to decide what we want to do, but you end up giving up some of the things along the way when you do that.

**Mark Donohue:** Well, that's so ... That's so true, John, and I would just say that one thing that I realized along the path here is that sustainability is about sustainable profitability, and so when one's doing an impact enterprise, or has social purpose, you know, purpose beyond self, clearly one has to create a sustainable enterprise. In fact, one of the core lessons of my career is the first mission of management: survival. If you don't survive, your results don't get to multiply.

**John Bowen:** Well, you know, one of the things that I do want to touch on ... Mark, why don't we do a little definitional? What is sustainable business now? I mean, because it kind of means different things to different people ... And what's it mean to you? And, you know, what you would like your fellow entrepreneurs to be thinking?

**Mark Donohue:** Well, there's a whole spectrum there that has evolved, particularly over the last 30 years. For example, the investment be called socially responsible investment, often times today it's called impact investing. Impact is just about investing in things that are doing good, whereas socially responsible investing includes what's called a negative screen, which is avoiding things bad.

There are other aspects of what we call conscious capitalism; one that's called green, or clean or socially responsible business, corporate social responsibility, environment social government, ESG, a lot of terms here. At the end of the day, the biggest way to look at that is that we have a model of stakeholder relationships. There are different stakeholders in every

enterprise. It's not solely the profit of the shareholders. Every enterprise, whether it's incorporated, or in any entity, or not incorporated, has a responsibility that it lives.

I mean, what's the most valuable asset in every corporation? Is it its infrastructure? Its success? And its capital? It's the air we breathe. It's the planet we live on. It's the water we drink. It's the subsistence of creating a foundation for enterprise. So, if we're not aware of the back to that system, again, in a multi-stakeholder approach, then there's just, classic firm for the last, people, profit, and planet.

That's another way to look at it: PPP. And so that means that you're not just looking at the single financial impact of profit, you're looking at your impact on your people, both in your enterprise, and beyond. That is the stakeholder model, including the planet being a stakeholder. Just as I said, our actual largest investor in every enterprise, to our listeners today, is the planet itself, because without that, what would we have?

**John Bowen:** Well, and one of the things, Mark ... It's kind of interesting. Yesterday, I was in New York, I flew home late at night, and it was really ... I was with one of the largest firms, and they were sharing with me their strategy for the next few years. I do a lot of consulting and coaching in the financial services industry, and, you know, many trillions of dollars ... They're one of the biggest players, and one of the things that we were talking about is exactly what you are talking about today: impact investing.

This may not be something that you're interested in, but I can tell you a lot of people around you are, and, you know, it's very important. The amount of ... We were going over a little bit of research, not ours, theirs, but on RFP requests from both family, office, and institutional investors, and it's almost now, without exception, you know, the financial requirements are, you know, "To what degree are you sustainable?" And, you know ... And then it goes further from that, too, in many cases.

So, this is something, I think, you know, as fellow entrepreneurs, we need to pay attention on, you know, obviously we can do it ... You know, in our enlightened self-interest, it's probably good that the Earth is still here. I mean, that's ...

**Mark Donohue:** Yeah.

**John Bowen:** There are certain requirements that are very important, but, you know, again, if you're raising capital, I've got to tell you, you don't have a choice, you need to really be thinking about that as well.

Mark, you know, before we move ... Anything else on that side? I want to ... You know, you do a lot of work on sequencing. I want to go into that next, but I just want to make sure we covered, you know, the ...

**Mark Donohue:** I would just say, John, that, you know, some people look at the area of impact, or progressive capitalism, again, whatever term one wants to use, and rather silo it, and I do believe that when one looks at the nature of what makes people happy, whether that's the CEO or your team, one finds that the nature of nature is that one needs that purpose beyond self. And we've seen that in hundreds and hundreds of psychological studies, over the last 50 years, you know. Obviously, the path is now forward.

So, purpose beyond self doesn't mean you're giving away the kitchen sink to recklessly spend corporate assets, but what it does mean is that when you have purpose beyond self, and you're actually energizing the gift to give to others, to share with others, even as you might be creating billions of dollars of assets, it creates a more fulfilling life. That's the distinction I felt made me in 1987, and really today. Many more people see that in, not only in their own path, but in their investing path, and also in your purchasing path. Wherever you spend those dollars, that really is a vote, with your dollars, and how you spend.

**John Bowen:** Now ... And this is something that, you know, each fellow entrepreneur has to make their own decisions ... You know, it's funny Mark. I went in ... One of the things I work ... I had the privilege of working with a few Nobel Laureates in economics, and they didn't have it when I first started working with them, and then they got it, and, you know ... So, I'm fairly analytical, and one of the things that when we look at this, you know ...

Quite honestly, I mean, depending on how you look at it, we're not seeing a penalty for impact investing, we're not also seeing a big premium for it either, and so, there's an opportunity here, because, you know, when you can do well, and still do well, I'm a big believer in that. There's no ... You know ... And I think it's going to become even more important going forward, as people become more aware of it, you know.

As I mentioned, most institutional investors, this is all but a requirement, and we're going to see more and more. I tend to ... I live in Silicon Valley, I'm in Northern California, this is prevalent. Where I grew up, in upstate New York, not a big part of the conversation. So, you know, again, what market you're working with, how your personal beliefs are ... You know, I'm a big believer, Mark, and I know you are too, is that we're in business not for more business. We're in business to support the quality of life we want, and that's for all stakeholders, and, you know, this is where it really comes together.

Mark, let's dive into sequencing. Tell me what you mean by that, because this is one of your expertise.



**Mark Donohue:** Well, what I've found through my years of entrepreneurship in over 20 different ventures, and advising, you know, certainly over 50 CEO's, and having taught entrepreneurship at Babson College, is that a key area where people don't achieve their full potential is by doing the right actions, but out of sequence.

And when you start to look at sales progression, for example, just as a simple way to bring the viewers into this, you know, obviously, you just don't come out and just ask for or order money from a customer. I mean, there are situations where that's appropriate, but there's a whole sequencing, all kinds of building trust, building understanding, and the customer feeling needy, and then realizing you have a solution, and realizing you have the best solution overall with their need, given all considerations.

Well, you know, in those sales progressions, there's so much sequencing, and if you don't get the subtlety of it, that's what makes the great salespeople great. And yet then we look at so many other aspects in enterprising where people in their organizational communications, in their relationships, even in areas like in something like investor relations, stakeholder relations, board relations, the sequencing aspect, some people just ... Either because they have a lack of patience, or lack of skill, or just a bursting forth of their full creativity ...

Sometimes it's as said, back in 400 BC, "Better a foot behind than an inch too far ahead." When you're standing on the edge of a cliff, you understand what an inch too far ahead is, and most entrepreneurs, truth be known, are standing on the edge of a cliff, whether they realize it or not. It's really good to have your own sense of sequencing and balance as you move through the perilous nature of entrepreneurship.

**John Bowen:** Yeah. I couldn't agree more. I think this is one of those, you know ... I'm going to use a dating analogy for a guy who's just about ready to celebrate his 38th year of marriage, so, I'm not sure it's a good analogy, but, you know. We think as we're looking to attract someone, you know ... Think of in business, so often we're, you know, diving into kind of, you know, a formal relationship right away. We expect that, and so many entrepreneurs are quick starts, Mark, you know? The guys you know, and I know, and many ... They're boom, boom, boom in business.

And if we take the time, there's that nurturing, sequencing, and building up, you know, you may not have it for a dollar widget, you know, many of the people here are doing very large transactions, and it does get frustrating, because, you know, so often you know you can solve a critical problem, but you've got to bring the people along ... And Mark, how do you see somebody that, you know, isn't good at this, doing this well now? I mean ...

**Mark Donohue:** Well, sometimes that's just about taking a breath. Sometimes, for example, things can get out of alignment in emails, too. People too often text and email today. I really do think we need to remember the power of picking up the phone. This comes to one of my core key things of entrepreneurship beyond sequencing, which is resonance. So, how do you actually create resonance within your team, resonance with your investors, resonance with your customers, resonance with your stakeholders?

The first foundation of that is creating trust. And we saw that, for example, in the Google ventures study a couple of years ago, when they couldn't find correlations of what determines which of their ventures were going to be most successful and which ones weren't with the initial study, and then they came back and approached it again with a different team ... Started looking at other factors like organizational trust to express yourself, ability to fail in an organization and feel safe, the ability to express your passion, those are all about creating a space for resonance, and that leads to more creativity, leads to more humanity, more passion, also more purpose often times comes out, and more insight.

And what we often times find is that those insights lead to, you know, solving the great problems, because really entrepreneurship is about problem solving, and when we look at today crises, so to speak, and one could argue that this is the greatest period of crises in human history, certainly I talk about that, and write about that, and, you know, we also have the greatest powers now coming into human hands, the crises are really the greatest opportunities of all time. The greatest crises are the greatest opportunities, and this is really where the resonance, the additional insight, the building of trust, the co-creativity starts to create new pathways to success.

**John Bowen:** Yeah. It's so interesting, because, you know, we live in a time where there's certainly no shortage of challenges politically, economically, and socially, and we can keep on adding more and more, and the speed with which we are doing this ... And I thought it was kind of interesting, Mark, how you talked about, you know, the creativity, passion, and insights, and so much of that being around, and creating an environment with trust, you know, relationships with trust, resonance. And the thought process I have, and this is something for all of us as entrepreneurs to really make sure that we're thinking through, you know, if we want to do great work, you know, we need to create that environment where there is a trust between the various parties, so that we can really, you know, take advantage of the creativity and passion.

And you know, I think of like, in my most high-performance groups, and I think right now, you know, I've got an unbelievable team for multiple businesses, and, you know, just that trust ... And part of it is even the new technology, because none of us are in the same offices anymore. It's virtual companies, and there has to be a huge amount of trust to make this all



work. And the creativeness that's coming out of this, and the impact that we can have, you know.

How do you see stimulating that, you know, Mark, in, you know, the businesses you've, you know, worked with both in ...? At Babson, and your business relationships, the ventures you have, you know, you're creating these teams, you know ... How do you get that trust, so that they can really realize their full potential on creativity and make that big impact?

**Mark Donohue:** Well, part of that is corporate culture, and creating the space, as I said, for failure, but doing this in rapid iteration. One of the core teachings I have in entrepreneurship the last 20 years, and the one I offer today, is: test, test, test, and fail fast. We know these terms.

Another key teaching here is adaptability, because today what we're learning in a new hour is exponential, the radical digitalization of so many things, from the, to materials, to obviously, all sorts of things in data, and communications, are creating a situation where there's a radical exponential aspect of concentration of power, and new models are being born. Radical disruption is also happening. The radical disruption of existing businesses. And so, we need to be looking at adaptability also. That's a key thing that humans are not taught well from old business paradigms.

So, we come around to that whole quality of trust, faith in humanity, more resonance, more co-creativity, and looking at that from a mature perspective of proper sequencing and a group of stakeholder relationships, versus just an insular model/culture of looking at profit, all of the sudden we start to get more ability to learn, more knowledge. Enterprise starts to become more of an integrated organism, so to speak, and therefore it can actually start to get more information, more quickly, to rapidly iterate, because the way that mission ...

The mission of management is manifest, which is survival, of the first code. One has to adapt, move very quickly today, and needs to be able to create a corporate culture that knows how to move quickly, and really learn quickly, and test quickly, and that only happens through these foundational aspects that I'm talking about in corporate culture.

**John Bowen:** Well, Mark, I couldn't agree more on this stuff. I knew we were aligned just when we met, but we're more aligned than I thought. You know, one of the things that's so great in today's world for all of us as entrepreneurs is the ability, you know, to fail fast. You know, test, test, test. I mean, we all think we're real smart, and, you know, I hope we're at least reasonably intelligent, but the market's much more intelligent, and the ability to test on small scales, and really get market feedback, has never been better.

And then to, you know, adapt to what the market wants, that you, you know, could really serve and is aligned with your purpose, and then all of the sudden ... The ability to scale that up, is pretty amazing.

And Mark, you know, I want to have you talk about kind of the ... What you're doing now. I mean with Life Guides, because I mean you're pulling together something that didn't exist, for a need that exists, you're not sure exactly how it's going to pan out, but you're able to, you know ... The ability to bring unbelievable talent together to make something really happen and solve some of the world's pressing problems is pretty amazing. And, you know, this has been a relatively, you know, a lot of ... You know, it's not an overnight program, because you did this all of your life building to it, but, you know, very quickly.

**Mark Donohue:** Well, I've been, you know, fortunate to have had a clear path in life, and I connected with my passion coming out of that realization that I had in college in the late 80's. That path has led me down the purpose driven capitalism road, and yet, I really have been waiting for over 25 years for "The One." Many of our listeners saw the movie The Matrix, and there's a character in there called Neo, and he's "The One." Everybody was waiting for that "One" to come and shift the system, and I've been waiting for the right enterprise, even though I've done some things that my family of origin would call great, my life ... I've been very proud of my career ... Life Guides is the one I've been waiting for. It's "The One," so to speak.

And so, what is Life Guides? We're creating a platform for caring people to do extraordinary things, and we believe that life experience is the most valuable asset on the planet, and we're creating a platform to optimize and monetize the value of life experience and empathy, which is obviously a huge multibillion even trillion-dollar opportunity.

And so, the question is, how do we do that? We have a matching platform, which is part of the reason why the founder of Match.com is one of my business partners, board members, and investors. This matching platform matches up somebody who's been through a very specific life experience, like dementia of a mother, or having a first time child, or opiate addiction of a loved one, or perhaps, cancer of a loved one or oneself ... Matches them up in a very talented way with somebody else who they choose from a group of numerous guides that have real life experience in that area and want to give them a gift, want to share their knowledge, want to bring forth their purpose, and even want to help feel themselves as a guide to make their suffering and struggle that they went through to learn their lesson have more meaning.

And that platform of matching and guiding clients, we've found to be enormously well received. We're in the earlier days of building that business to scale, and yet our goals are to broadly reduce suffering for one billion people on the planet within 15 years. We also want to create 25 million jobs in that period of time that cannot be replaced by autonomous systems,

or artificial intelligence, and these are foundational to our business. And also, like I said earlier, sustainability is about sustainable profitability. We have a very clear goal to make this enterprise a minimum of a billion dollars over the next 10-15 years, also.

All of these goals are going to be accomplished partly because we have a great idea, but I will just say that one of my core lessons in business is that great ideas are a dime a dozen. It's all about execution. So, the key thing here is that we're applying the principles we've talked about earlier, and creating a co-creative, highly resonate, highly learning culture, of testing and leadership, with proven experts in the fields, that have come together. There's alignment around not only our purpose to help others, but also a reasonable desire to create great success themselves. It's a win-win, a classic proposition, a classic double bottom line proposition, and we have the best team in my career. I believe that we can attain these massive goals, which many calls massively transformed with purpose.

**John Bowen:** Well, let's break it down, because I mean it's amazing what you're doing, and, you know, the foundation you've already built, and, you know, the launch you're working on, Mark. And I just want to break it down, because there's a lot that you've done, and, you know, the first part is, you know, looking for that massive transformative purpose.

And one of the things I think all of us as entrepreneurs know, you know ... We learn that, you know, as we scale up, and we become larger organizations, you know, going out and learning how to do it no longer works. You've got to find the "who." And often times it's a consultant, sometimes it's a coach, sometimes it's a CEO group, or a master mind group, but you're going out ... And a lot of the world doesn't have the resources or opportunity that we do, and you've identified that.

And particularly with today's technology, the ability to work collaboratively with, you know, a huge number of people sharing their experience, and, you know ... This really touched me when you were on stage, because my wife had had aggressive breast cancer, and she's doing great now, and we have, you know, a fair amount of resources, so I had no problem getting the A-team, and we've got, you know, concierge medicine groups, a global one, managing everything, and, you know ...

It just really brought to me had I not had those resources, and who could I have talked to at a reasonable cost? You know? And I've got a neighbor going through a huge issue with both parents with dementia, and you just go on and on with all of these life things, Mark, that, you know, everybody has to deal with.

Nobody gets out of life ... I've got a little skin cancer, with this side, so I've got a little scar there, from a month ago, and why? Nobody gets out of life unscarred, but we want to have somebody that we can, you know, who has walked the walk before us successfully that could,

you know, share with us. And I mean, that's where I just got so excited with what you're doing that not only the purpose, that just so resonated with me, but also then leveraging the exponential technologies to make it happen.

**Mark Donohue:** It's so true. You know, we're not an exponential technology, but we're using technologies exponentially.

**John Bowen:** Right.

**Mark Donohue:** And that's the nature of this matching platform. But also today, you know, our core audience globally, globally ultimately in let's say three or four years, it's really anybody with a smart phone, because we match people up on phone calls, then backing up that connection. We're using technology to accelerate human empathy. We're using technology to accelerate human healing. We're using technology to accelerate the sharing of arguably the largest asset on the planet, which is humanity's collective wisdom and life experience and empathy.

When you look at the sharing economy version 1.0, which...The next we believe with a sharing economy is how do I monetize my life experience and my empathy in a purpose driven way that other human beings will value? And the way to optimize that value is through this matching platform, where if somebody, for example, has a mother going through dementia, and if that let's say daughter is 30 years old, that's a very different experience than let's say a husband who has a wife going through dementia who's 82.

And so that proper matching, given different cultural and geographical dynamics ... Clearly our focus is to only have people within a culture like the United States ... To be a client or guide, you need to be in the United States, but when we expand to Mexico, then Mexico, you know, you have Mexican culturally imbued and living people who understand the nature of that society, or in Ireland, or wherever we expand to, to India ... So, this matching platform is exponential technology being used for exponential good.

**John Bowen:** Well, that's what I love, and I think all of us should be thinking about in our own businesses, how do we take advantage of, you know, what Mark's been sharing? You know? Because most of us, I mean, some of you are inventing exponential technologies, but most of us are leveraging technologies to grow exponentially, to touch more lives, to make a bigger difference. And, you know, from a capitalism perspective, the more people that we can make a huge impact on, the more value we create around the world. And the opportunities today, I mean, Mark, I forgot ... Where do you live now? You're ...

**Mark Donohue:** I live in Florida, north of Orlando, and then I've got an office in San Francisco.

**John Bowen:** Yeah. And I just think, you know, I'm in Silicon Valley, and, you know, just the technology to, you know, that's basically free for you and I to collaborate, and share our experiences with fellow entrepreneurs, is amazing. And, you know, you're harnessing that in this business for, you know, so many different people with so many different challenges and experiences.

**Mark Donohue:** Well, it's so true. And it's so exciting to me to see how much the guides are our online platform. Again, the guides, the ones with the life experience that's already been there, done it, gotten to the other side, how excited they are and motivated and amazingly qualified, and how much they want to give their gifts.

So, in reality, in some ways, they're getting more out of the platform than even the client side, that's going through the struggle and suffering now. But the bottom line is both sides of the market place are getting the unique value of our position, and as you said so well, John, earlier, when your wife had cancer, you had the resources to get the support you needed.

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

**Mark Donohue:** We built a platform that's affordable for middle America, or whatever country we ultimately expand to, that is affordable for the average person to really have human-to-human, personalized experience, support in their greatest struggles, because we know that if you're between 21 and 70, classic adult age, in a developed market like the United States, less than 20% of their struggle and suffering comes from health conditions.

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

**Mark Donohue:** I've never had a health condition. Most people I know at my age really haven't. Maybe they have a parent that has, maybe ... God forbid they had a child that had an illness. The reality is that most of the struggles and suffering in our society, over 80%, comes from this sector we've named as life challenges. And life challenges, therefore, is a new source code for health and wellness and wellbeing. If that's a key source of stress for the majority of our society, we can start to address that with society's existing resources, because we have the experience to do it, then we can reduce stress in the entire system of our culture.

And stress leads to things like lack of creativity, depression, alcoholism, obesity, all sorts of illnesses, you know, the list goes on. So, we're foundationally trying to create a regenerative society with resources that already exist, but just simply needed to be matched up.

**John Bowen:** Well, and it's so ... I mean, you know, let's just take one of those life challenges, opiates, you know, the heroin addictions around the country, and, you know, I just can't

imagine anything ... To have a loved one going through that, and, you know, it really touches almost every life, you know, extended families, or somebody you know, and it's just ... And you're lost. You don't know what to do. And certainly, people with race horses can hire organizations, and all of that, and rehab, and so on, but having somebody with that empathy, I think is just ... Makes a big difference.

And that's what we're all looking for in business. Is how can we create that value? And particularly, what I like, Mark, this is so sustainable, from a business standpoint, too. Not only is it making a great difference, but I'm pretty sure there are going to be more life challenges, no matter how good your business does.

**Mark Donohue:** Well, it's so true. And unfortunately, as I say, one of the greatest growth enterprises of our era is human suffering. And therefore, as I said earlier, the greatest crises of our time are the greatest opportunities. So, we're addressing that growth market, and we're creating a solution, that is very differentiated, and not only on price, the nature of humanity that's built into our product.

**John Bowen:** Now, Mark ... And how could our fellow entrepreneurs learn more about your business and what you're doing as you progress through your journey?

**Mark Donohue:** Well, you know, certainly go to [lifeguides.com](http://lifeguides.com), and also, anybody can feel free to email me. It's [mark@lifeguides.com](mailto:mark@lifeguides.com). We also are going to be launching a whole corporate benefits layer for our ... Offering this fall. We have tremendous interest in that. So, there might be a few employers out there, who are saying, "Hey, I'd like to offer my employees a culture of caring." And for example, for around \$85.00 a year, not a month, an employer can offer support in 15 or 20 core life challenges that really support. This is so much beyond anything that exists in the corporate benefits market today.

And for those employers that are concerned about retention, recruitment, creativity, let's face it, you know, today in America, there are 37 million people who are working who are care givers of another human being. Think about that number. There are 17 million adults with children that have a chronic severe illness. You start going through the list here, it's not just how many people have a loved one with an opiate addiction.

Well, what about if your employee is caregiving a mother who has dementia? She's the primary care giver, the average a week of that are 22. What does that do to that employees' ability to really show up fully for work, and fully creative, and rejuvenated? And so, we really want to support them in a very affordable model, and for employers who are watching this from a benefits layer, because it is so important to the employers to be able to support your employees in this way, at a very nominal cost.



**John Bowen:** Now, Mark, I want to thank you. This has been extremely valuable. And I want to just do my key take aways for my fellow entrepreneurs. I mean, there's a whole bunch. I'm looking down at my notes, I've got all kinds, but the big thing is, you know, we talk about having a purpose beyond ourselves. Whatever our business is, what can we do that's going to get us excited? Because as you have more and more success, what happens? You know, getting up just to make more money is not very exciting, but to, you know, really make a difference ...

And that sequence is so important ... Is really think through, you know, the cycle of the conversation, because that's what we're looking to have. Is conversations with people that we can solve their problems, and really make a difference. You know, use today's technology first to adapt, and really get the solution, you know, let the market place tell you, and, you know, fail quick. I mean, I never liked that line. "Fail quick." But the reality is you just test, test, test. Very small. I mean, I'm running some tests now on just a little marketing campaign for five dollars a campaign per day, and you can just, you know, get so much information so quickly before you scale up to something that's very substantial.

And, you know, build that environment for creativeness. And Mark, I mean, this has been great. You know, I wish you the best of success in making a huge difference in a billion people's lives. All of the best. Let's go make a difference.

**Mark Donohue:** Thanks John.

## A Second Opinion on Your Finances

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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.

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Best of success,



John Bowen  
Founder and CEO  
Financial Advisor Select