Howard Partridge ([00:00:04](https://www.rev.com/transcript-editor/Edit?token=LIwjtG3EwfP6K_3auDrzELCn9Vb6e_WM6AICm9MsjcM0jDCpPBOBcf9cMj6PogleGzl9BSBDdmikMEcp5SlWJwH7ZW8&loadFrom=DocumentDeeplink&ts=4.24)):

Okay. You can see my screen and see it changing, yes and yes?

Speaker 2 ([00:00:10](https://www.rev.com/transcript-editor/Edit?token=319fiQmMUKV851uebv7l4v3Vj7pdwBTjiSK-fmr-j2orRNlxJbBt5QSuoFpPa7gGi8eoDpz5wWAvxgBnEP8zGEd0uys&loadFrom=DocumentDeeplink&ts=10.63)):

Yes.

Howard Partridge ([00:00:11](https://www.rev.com/transcript-editor/Edit?token=Vgshv-IY20j2u8M6yDm4Iwgr1dt577H9jifUcXDmDoMaozSVW7XtDBOITEaMiZHYAXHRwI0GQUpHr9CktZW90rvx8Ww&loadFrom=DocumentDeeplink&ts=11.63)):

Okay. Perfect. All right. Well, I've been gone for a week, and went to a four-day conference that was in Orlando. And my coach, Mr. Rick Jones, and his beautiful wife, Brenda live near Orlando. They live in Lakeland. And I've been trying to get down there for a long time. I haven't seen my coach, Rick, who's like a dad to me. I haven't seen him in almost two years because of COVID. And so I tried to get down there for his 80th birthday. I don't even remember what happened now, but as you can imagine, schedule's crazy. And I would never not do that unless it was for a very, very good reason. I don't even remember what the reason was now, because as I just shared with Terry, I said it and forget it.

So I never forget a face, but you might say, "Hey, remember when we did this or that?" And I'll be like, "Ugh." Because I'm blessed to have a lot of experiences, and I don't remember a lot of things. But anyway, so we had a wonderful time. We had some good time reconnecting. Watch the Inner Circle Facebook page, because I shot a few videos. And one of them that I just posted this morning, I was in the coach's lair. I was in the library. And Rick has so many books, so many... And that was just a sampling of it. And then, they have two storage units on the property, and I went out there and you got stuff from all the way back to 1926. Anyway, that was a joke. But anyway, there were bins full of John Maxwell tapes, and cassette tapes, and CDs, and things like that from, I don't know, 30 years.

Anyway, it was pretty incredible. I want to go back and spend time. And of course, they're so precious. And I just felt like I was at home. And even the little doggy is named Precious. And so I just want to say how much I love Rick, he's like a dad to me. And Brenda, who is my sister in Christ, and just such a godly woman and so powerful in the Lord. So if you don't know them, get to know them. You might be seeing more of them before too long, but I don't want to share anything I'm not authorized to share.

Okay. All right. Well, here's the lake that they live on. This is their little deck. So I had some really good time capsule time. Remember to take a little time, every single morning, to get focused on your phenomenal four, to just push the ball down the field just a little bit more, to really hone in on your one thing. And if you'll just do that six days a week, you'll have a different business a year from now. And if you keep doing that over and over and over, you'll have a different life as you go. All right?

So we are in an eight week series, How to Master the Phenomenal Game of Business. Why? So that you can live your phenomenal dream life. And this will culminate and end at the conference, How to Master the Phenomenal Game of Business, and it is a phenomenal game. And when you master it, it becomes even more fun. And when you master it, you can have a better shot at your dream life. It doesn't mean that bad things aren't going to happen. It just means that you're going to be able to live the life that you've imagined. And it's a process, and your business is a vehicle to help you achieve your life goals. It's the vehicle.

So I want to just encourage you guys to come down there, be with us in-person. And if you can't, if you just absolutely can't, the second best thing is to join us virtually. And even if you join us virtually, schedule the time off, get everything off your calendar, be focused, be present, because this is going to be amazing. One of the things that I do at conferences is I share what I've learned over the last three months. So every three months we need to get away. This is just a proven strategy of success, is to get away every 90 days and get renewed, get rejuvenated, reflect on the past quarter, reset for the next quarter. And if you do that daily time capsule, those phenomenal four projects, track your numbers, like we're going to talk about today, and you keep that, and then every 90 days you get away.

Because what happens is you go to a conference, you get all pumped up, and then you take that steady dive. And then you go to another conference, and you go up again. So it's going to be very, very powerful. All right. So we've talked about in this series so far that you need to have a game plan, and step one is to have a vision, create your vision. The document that we're using is the simple dimple business plan, just consider that your game plan. Number two is you need to assess your business, and the same is true in life. We've got to... What's our vision for our life? How are we doing in our life? Step three is to... Sorry. Step three. I got my steps out of order, but that's okay, it's on the document. But then you got to change the game. And you got to look at the options. Once you figure out what your vision is, your goal is and you determine where you are now, then start looking at the options, right? What are the possibilities? How could you change the game?

What I want to talk to you about today is you need to know the score. Could you guys imagine playing a game, trying to win a game, and you don't even know what the score is? Could you imagine going to a professional sports game, and they're playing the game, you go to a football game, and you don't even know what the score is? That's not why we go to a game. That's not why we play a game. We go to compete. Now, who are we competing against? Ourselves. This old saying that we have seen the enemy and he is us, is really true in the business world.

I heard a quote at this, this conference that was very powerful. And the speaker was talking about competition. And you go out to play basketball with somebody, for example, and you have an opponent that it brings out the best in both of you. Never thought about that before. You're going to play all out because you want to win. The problem for a small business owner is you haven't identified the competition. And if you have, if the competition is your competitor, that's not the game you want to play. The game that you want to play is the competition is our internal interference. In our leadership group we're going through coaching for performance. And a lot of it is based on a work called the Inner Game. And the author, Sir John Whitmore of Coaching for Performance says, "That there's an Inner Game equation." And it says that, "Performance is potential minus interference." Potential minus interference.

So the first question is, do you have potential? Absolutely. The fact is, is that when it comes to business, success in business and in life is simple. It's simple. It's simple, it's just not easy. And there are things that we need to learn. There are things that you have mastered in your life, things that you have mastered in your business and your profession that maybe other people haven't. And the reason is, is that you've stayed in the game. So we got to know the score. And when it comes to business, there is no better scoreboard than your income statement. There is no better scoreboard than your income statement. And sadly, there are a whole lot of business owners that don't know, they don't know how to read their financials. They don't know how to understand the numbers. And even when they do understand, they're not getting enough feedback.

See, when you're playing a game, you're watching the scoreboard the whole time. Somebody's keeping score. So you know what the score is all along. But what happens in business, you have some accountant or bookkeeper or whatever, and they don't even give you the feedback until the month is already over. It's 45 days, you're already not in the next month, but the month after that. You can't change anything at that point. The reason you need feedback is so that you can make changes, so that you can make adjustments, so that you can make course corrections. This is why we take timeouts. This is why we have halftime. Not just for the players to rest, but as a business owner, we have to take timeout. That's what the daily time capsule's about. That's what your conference is about. That's what on your member PRD, did you know that you have a job description as an Inner Circle member?

Every day you track your sales, and every week you track your income statement, your P&L. And even if you're doing good, you should still be watching those numbers. Don't be a micromanager. You don't have to be so stressed out about your numbers, but I want to make this simple for you. And the best way that I can make it simple for you is to show you that there are only five numbers on any income statement for any business in the entire world. It doesn't matter if it's one of Richard Branson's many companies, his airline has an income statement. Or if it's Terry, who has gone into coaching, as soon as you make a dollar in your business, or as soon as you spend a dollar in your business, this income statement exists, period.

So there are five numbers on any income statement. And the first one is your sales, that's your income, that's all of your revenue. The second one, if you look at your QuickBooks, this might be missing, because a lot of the QuickBooks templates, and Michelle Thomas' CPA could tell you this, that it's missing this very important component. And that is your cost of sale, your cost of goods sold. You see? I'm going to show you why that number is so important here in just a second. So if you take your sales minus your cost of doing business, and that is all the things that are involved in producing the service, labor and materials usually, then that's going to give you your gross profit. Then you take expense out, your overhead, those are the expenses that don't change, they don't vary that much. And that's another way to say this is you've got variable costs and fixed costs that's the overhead that's going to be there no matter what.

That's your rent, that's your phone bill, that's your office team. It's just going to be there whether you do a dollar or a million dollars. And what's the most important number on this income statement for the business owner? Net profit, because that funds your life goals, that funds your dreams. So here's what I want to share with you today. A business without a profit is just a hobby. And we work way too hard to... I mean, if you're going to not make money or lose money, then just quit. Just go the beach. Just go do whatever it you like to do and forget about it. Why put all that effort in to lose money? Oh, because one of these days that's going to turn. It's only going to turn if you are intentional about it.

Here's the other thing, healthy profits cure all other business evils. Anybody here experience business evils? Somebody stole something from you, somebody wrecked a truck or lost a computer, or maybe went into business against you, or a big account quit, or a key employee walked out of the door, or you had to let somebody go? Yeah. So when we have healthy profits, we can absorb those things. COVID-19 came, and a lot of business owners... some people went out of business. But if you have healthy profits and something like that happens, you can see it through. I didn't get that for a long time. Here's the other thing, healthy profits can make a difference in the world. I love to give away money. I'm always helping people. I'm always giving to causes.

This conference that I was at, they had a ministry that's doing great work. I didn't hesitate to pull out my credit card, because that's why I do what I do, so that I can help people and causes. And remember, that as a business owner, most business owners, that is your single and only source of income. So if you go back and look at your wheel of life, how are you going to build out the financial spoke on the wheel of life if your business isn't making money? Yes or yes? Or yes and yes? Jim, can you give me a nod on that? Michelle give me a nod on that? Yes and yes.

Zig Ziglar said, "Money isn't the most important thing in life, but it is reasonably close to oxygen on the got to have it scale." You ever been in a situ and where you really needed money? For example, payroll's on Friday and it's Thursday afternoon and you're still not sure where it's going to come from. I was there. Line of credit is maxed out. Let's see. Let's go see what credit card we can get cash on and pay a big transaction fee plus 29% interest. Hey, isn't life wonderful? Isn't life phenomenal? I've been there.

In fact, as most of you know, I grew up on welfare in Mobile, Alabama. Got kicked out of the house when I was barely 18 years old. In fact, I'd wrecked my car. I had a fairly nice car and I totaled it, almost totaled it, because I decided that it would be a good idea to go across the border with my buddies and drink a lot, and then go driving fast in the neighborhood. And I ended up hitting a mailbox and a telephone pole, just about killed my best friend. And not too long before that, I had wrecked my stepdad's truck. So you see how this is building up to get kicked out. Well, I'm a high D. And okay. I wrecked the car, they got it fixed. They didn't give it back to me, big surprise. But I'm a high D, I'm like, "Hey, I'm going to take control of this situation."

So I was not even old enough to buy a car, but I went down to used car lot and convinced somebody to sell me this car right here. And I bought this car right here for 250 bucks. This thing was missing a muffler, it had holes in the floorboard, and this awful white smoke would rise up inside the car, and choke you out. So you had to have the windows down rain or shine. I mean, this thing was a bomb. True story. True story. Graduated high school, barely, I don't know how that happened. But two of my buddies and some girl I was going out with, we loaded up in this thing and took [inaudible 00:19:38] Alabama to go to the beach, Pensacola Beach. Apparently, somebody she knew had a beach house in Pensacola Beach. I didn't even know where we were going.

And this thing didn't have a gas gauge, it had guessing gauge. The gas gauge didn't work. We had to literally... What we would do is we would shake the car and listen to see if there was gasoline in there, and then put four or $5 in there. Thing ran out of gas in the middle of the night, in the middle of nowhere. But here's my question, as bad off as I was that I'm driving a car like this, illegally, by the way, I'm sure it didn't have any kind of tags. It wouldn't. I mean, you couldn't. And that was just lower Alabama at the time. How bad off did these people have to be, to be in the car with me? Think about that for a second. White smoke and all. I mean, I was bad off, but these people were really bad off.

Well, so I get kicked out of the house. By the way, this picture was the last picture taken of this car, because what happened was we left this apartment complex, the brakes went completely out, coasted into this parking lot right here, took the wheel off, and all the parts just fell out, and put the wheel back on and said, "Okay. Well, we'll just have to wait and see what happens." I get kicked out of the house. So I sold it to a junkyard for 25 bucks. And that's how I got some of the money to get a $39 bus ticket to Houston, Texas, to live with my dad. I became a waiter and I worked in all these high-end restaurants, which you guys know about that. Started my first business when I was 23, with $3,000 in wedding money.

And I, over the time, built the revenue up with that business. In fact, we got it up to two and a half million dollars a year. But we were losing money. We weren't charging enough and our labor was too high, and I just wasn't paying attention to the score. And then Ellen Rohr like Wonder Woman swooped in. And I hired her to help me fix it. Today that company makes huge profits, plus phenomenal products, plus other income streams, because of Ellen Rohr. And I should say, the grace of God and my partner, Scott Zack, who quit. And I had to buy him out, and he came back once I got my act together. And now I'm debt free.

At Dave Ramsey, they got this thing that you go on the show, or you call to the show and you scream, "I'm debt free." You guys know about that? I think we need to have a scream that says, "I'm turnkey." What do you think? Mindy, you like that? Yeah. Okay. So how's that happen? How do you go from losing money and not knowing the first thing about financials, to being debt free? And by the way, just to inspire you, to motivate you, maybe to start with, and then to inspire you is if you made more money, if you got your financial act together, what would you do with more money? See, your profit funds your dream. I want you to master the phenomenal game of business, so that you can fund your dream. But if you don't have your financial system together and you don't know what your dream is, then we're not going to be a meaningful specific. We're going to be a wandering generality, just getting by every day. "Is there money in the bank? Okay, good."

Now we need to understand these financials. And this is my dream house I built here in Destin. How about this, what if you can help other causes? I give a lot of money to my church. One of the cool things that I was able to participate in is the Zig documentary that you can see on Netflix. Not only did I donate money to it, I was featured in it. I give money away all the time. People need help. So one of my belief systems is you give, and it will be given back to you, press down, shaken together, and running over. Zig said, "You can have everything in life you want, if you'll just help enough other people get what it is that they want."

So what would it be like if you could just help people, give money away? Well, you're in debt and you're barely making the bills, and you don't have financial success, how can you help other people? So just a few thoughts to motivate you. Well, when we start talking about money, there's all kinds of emotions that crop up. And the reason is, is because maybe we've heard stuff like the love of money is the root of all evil. Zig said that, "People who say that they don't want to have more money will lie about other things too." Isn't it funny that the people who don't have money are the ones that are always talking badly about the people who do?

Well, the truth is, is that I believe in scripture. And the truth is, is that the word of God says a lot about money. And like many other things, people who don't know scripture, misquote scripture, and that is not scripture. Scripture does not say, "The love of money is the root of all evil." The correct translation is, "The root of all sorts of evils." So I want to share with you the money philosophy that I've developed going from less than broke, worse than broke, growing up on welfare, not having anything, to making money and getting in debt. That's really kind of even worse. To being very successful financially, thank God.

So one of the things I believe. This is scripture, "My God will supply every need of yours, according to his riches and glory in Christ, Jesus." Jesus said, "You cannot serve God and money." So here's the question, are you rich toward God? "Money is the tool, it's like a rope," a minister that I know said that one time, "You can use it to help somebody, or you can use it to hang yourself." It's a tool. That it's all it is, is a tool. And in a business you've got to have profit because profit is what funds your business. That's how you take advantage of opportunities. That's how you buy right. I just joined a program that you could do 2,500 a month, or you could do 25,000 single payment. I did 25,000. That's a 20% savings. 20%. Well, if you don't have the 25 K, guess what? You can't do it.

Money is the fuel for your business. Those of you who are in Business Made Simple with us, you probably know about the airplane that Donald Miller talks about. And he explains the different parts. The body is the overhead, and the cockpit is leadership, and then the wings are your products and services, and then the engines are your marketing and your sales. Well, guess what? That airplane ain't going anywhere without some fuel in it. So there's a fuel tank, and you got to have fuel in that tank.

Here's a really important statement. Money doesn't make the person, it reveals the person. If you are a wonderful person, you are going to do good things with money. If you're a terrible person, having a lot of money is just going to reveal it. Here's the other thing, we all have a self-image, a thermostat of deservance, what we feel like we deserve. And this is something we have to work out in our own minds, is we have a thermostat that's set. And if someone, for example, wins the lottery, the majority of people who win the lottery, they're freaked out because they don't know how to use money, they don't know how to act. And their thermostat says, "Wait, wait, wait, wait. That's way too hot." So they end up losing all that money. It magnifies the person.

People who are on the religious right. So there are people who are religious bigots, they call themselves Christians, they're legalists. And then there are people on the other side that just are, I know this is a big word, licentious. Like, "Hey, it doesn't matter what you do, there's no such thing as morality." But people on the religious right say, "Making money is wrong. Got to have faith." But yet, they're in debt and they can't make their mortgage, and they need the church to pay their mortgage for them, but they refuse to go get a part-time job. I funded my business, the first three years of my business, I funded it by working at night as a waiter. I could have been smarter with my money.

Take that second job, figure out how to have some sort of part-time business or something like that on the side. Have faith? Okay listen, "Under him, who will do exceedingly abundantly above all that we can ask, think or imagine." Yes, but you got to do your part. I got to do my part. God will do the impossible, but he may not do it unless... But he does it through you. He does it through people. He may not do it if I'm not willing to do my part.

Dave Ramsey says, "Debt is dumb, and cash is king." So be wise with your finances. There's a lot in Proverbs that talks about wisdom and foolishness. Live within your means. Pay your taxes. In fact, Proverbs 10:4 says, "Poor is he who works with a negligent hand, but the hand of the diligent makes rich." Well, if being rich was wrong, why does it say a lot about riches and honor and all that in Proverbs? Did the Bible just change when Jesus came on the scene? No. In fact scripture says, "Jesus is the same yesterday, today and forever." He was there, he just wasn't there physically in-person. Remember the aunt that Proverbs talks about, that the aunt is always working, and storing up for the future. Be smart.

So I developed a personal four-part money system. Number one, make a lot of money. Why? Because there's a lot I want to do. Whatever your mission in life is... And listen, you have a mission. There's things you want to do, there's things you're called to do that cost money. Those trucks right there cost money. If we want to grow, we got to buy trucks. We got to pay people, we want to pay them well. So whatever it is you want to do in life is going to determine how much money you want to make. Whatever you want to do in your business is going to determine how much revenue you need to make.

Number two, give a lot of money. You can't give a lot of money if you don't make a lot of money. I don't know how many people in this little group right here I've helped. I've helped all of them one way or another financially, but many of them personally, with challenges that they had that were of no fault of their own. See, I want to be able to be that person, that there's always going to be problems in the world, and if I have a gift of making money, they have gifts of other gifts that they can give to people. If that's a gift or it's a skill, maybe it's more of a skill. It wasn't a gift. I was never good with money until I started learning about this.

I mean, you can give a lot of money. Save a lot of money or invest a lot of money, so that you can deal with things that come along like coronavirus. This thing ain't over guys. We're still in the middle of this thing. The government is going to run out of money. We can't bank on PPP money. We need to be profitable, and we need to save money, we need to invest money, we need to use our money wisely. That doesn't mean that you don't spend money. It means that if there's a $25,000 program and you can save 20%, just as an example, if that means you can buy a piece of real estate and sell that, do that.

Well, here's number four. Number four might surprise you. Spend a lot of money. My brother, looking at these cars that I bought, one in particular that cost a lot of money, that I don't need. I got houses that I don't need. I don't need them, I wanted them. Is that okay? Well, when I built this house, I was struggling a little bit with the idea. And I was doing a webinar with Jim Cathcart. This was many, many years ago. And when I was thinking about building this house, planning on building this house, and I was like, "Man, it's a lot of money. And I don't know if I should spend all that money on myself." And Jim Cathcart said this, he said, "Wait a minute. Look," he said, "let me ask you a question. How many jobs are you going to create building that house? How many jobs are you going to create running that house?" So every time somebody comes here to do something, electrical, cleaning, whatever, fix something. I remember what Jim Cathcart told me.

When I buy a car, I remember what Jim Cathcart... And I go to get that car financed or... Not financed, fixed. I don't finance cars. Or the salesperson, everybody in that dealership, I'm helping them have a job. Now I'm not going to buy cars and houses and stuff like that if I can't afford it, that's different. But if you make a lot of money, you give a lot of money, you save a lot of money, and you spend a lot of money, you're not only helping yourself, but you're helping other people.

Now, I'm going to give you a very simple formula on how you can double your business. Everybody good with that? Okay. All right. This is very simple. And actually, if my team will remind me, I'll give you this little spreadsheet that I have, that you can put this factor in there. I call it the 15% factor. So this is just to raise your top line. But when you raise your top line and your cost of sale percentage doesn't go up, then you're going to have more gross profit, your overhead doesn't change, then you're going to have more gross profit. If your overhead doesn't go up, then you're going to make more profit. I call it the 15% factor. So let's say you raise your price by 15%. And let's say you're doing 100,000 a year, or 100,000 a month, whatever, 100,000 a day, it doesn't matter, all of a sudden you're at $115,000. Even if that was a year, it's like, wow, $15,000 extra, minus your cost of sale, whatever that might be.

Somebody buys something from you, are they going to really notice the difference between $100 and $115? Not unless you're attracting price shoppers. Is somebody who is a high-end client, that we need to be attracting high-end clients through referral marketing, are they going to balk at the difference between $1,000, and what would that be, 1,150? No. Not if you're delivering the most phenomenal service experience ever. And so what happens when you kick in your referral marketing and you increase your referrals by 15%? We go from 100,000 to 132,000. And then what if... Have you ever thought about this? Tim Tolleson shared this on a webinar we were doing. He dramatically increased his closing rate by studying our sales process. Are you measuring how many presentations you do? How many prospects you have compared to the number that you're closing? If you just close 15% more sales in this scenario, that adds another, what, $20,000. Wow. Say that backwards for me. Wow. Did you get it? Okay. All right.

What about the upsell? The upsell is the most profitable sale ever made. Have you gotten that one yet? Are you doing something about your upsells? You ever heard of an impulse buy? Well, the impulse buy was influenced by putting that item right there by the checkout. The upsell is influenced by something like, "Would you like fries with that?" And that went so well that they went to the package selling. You can do package selling. Good, better, best. When you do good, better, best, what are people going to choose? Usually the one in the middle. So put the one in the middle that you really want to sell. Bundle your services.

Now, I'm getting into a bunch of marketing stuff and sales stuff, but the reason I'm sharing this with you is because you're creating your game plan, and part of the process of mastering the game is knowing the score, knowing how to score, knowing the different ways to score, and knowing your numbers so that you can win big in this game. Sorry about the fonts, I was increasing them this morning. This is something I've taught for a while, but I got so much that it's hard to keep up with all of it. But this is something I discovered with that little spreadsheet that surprised me. And that is how much just increasing the frequency of your customers coming back to you can change your revenue, just by 15%. So if you move someone from using your services from every two years to every year and a half, move it up by six months, what's that about? Client-based marketing. Are you staying in touch with your existing clients? Are you offering them more services?

Wow. W-O-W. Okay. Now in your business plan, in your game plan, there is what I call the simple dimple thumbnail budget. So here's how it works. You can take these numbers, you can create your [inaudible 00:43:12]. If you want to make more money, then you start with how much you want to make, that's step one. Then you find your fixed expense, which you can get on your income statement. As long as you're doing your numbers, you're doing your bookkeeping. You add those two together, that gives you your gross profit. Then the reason it's important to know your cost of goods sold is because once you know that you can figure out what the actual percentage is. Does it cost you 10% to deliver your product or service? Does it cost you 50%? Does it cost you 70%? In other words, what is your gross profit percentage? What is your gross margin?

So what you do is once you find out how much your cost of sale is and what your gross margin is, your gross profit is, you can simply take your gross profit and divide it by that percentage. Let me show you. So step one, figure out how much net profit you want. If you're making 100,000 and you want to make 200,000, great. If you're making 500,000 and you want to make a million, great. Secondly, is you run your income statement, your P&L, and you determine what your fixed expense is or is going to be. Once you go up the income statement in planning, you have to come back down because you may realize, hey, I need another salesperson, hey, I need another truck, or you may need to increase your overhead to do that. I need another person or whatever. And so you have to massage it up and down. So step one, how much net profit do you need?

Step two is what's your fixed expense? And that gives you your gross profit number, and then you figure out what your cost of sale is. And then you divide the gross profit number by the gross profit percentage. And that ladies and gentlemen will give you your new sales goal that is required to deliver the net. Well, where are you going to get those numbers from? I just pulled up our profit loss for our service company for year to day. Now, there may be things...

What's today? Tuesday, we update our numbers every single day. My team is on top... If I spend money, like I was at a conference, if they don't recognize what category a charge goes in, or whatever, is it a restaurant? Is it materials or whatever? I'm going to get [inaudible 00:46:34] recognize the charge just comes out, "Hey, who charged whatever?" That way they can put it in the right spot. So you're going to see a couple things first. When you go through Ellen's program, you're going to have numbers that correspond to these five things, okay? For example, our income categories start with four. Our cost of goods sold, our COGS starts with five. Our expenses start with nine. And then there's other income and all that. But the point I will want to show you is that you got five numbers, total income, total cost of goods sold, your expenses and your income. Oh, and your gross profit. Did I miss that one? Yeah. So this one should be highlighted right there. Let me highlight that. Okay. Income, cost of goods sold, gross profit, expense, and net income.

Now, once you get that done and you're up to date on your bookkeeping and your accounting and all that good stuff, then what you can do is do something like this. I want to show you a couple things on here. One is what I like to do is I always, when I run my income statements, don't tell Ellen about this, but I'm competing with myself. Yes, we have a budget. Yes, I want to see how we're doing according to that budget. But what I do is I always like to see the progress we're making. And so what I do is every week I run my profit and loss, and I compare the current period this year to the current period last year. So as you can see in our service company, we've increased sales by $753,000 this year over last year. And since we have our costs in check, that equals an additional $507,000 in gross profit.

Did we have to increase the expense? Let's take a look and see. So our total expense... Oh, here it is. Okay. So yes, we did. So we spent $181,000 more this year to make that happen than we did last year. Now I can go see what all those expenses are also, which ends up being a net of $350,000 more over last year. You want to be able to master... And by the way, you don't have to do the actual work. I don't do any of the work on this, zero, but I have QuickBooks Online, so I can pull it up anytime for any one of my companies. Now, if you or your team members need to understand this, just go the Inner Circle website. You have all of Ellen's tools on there, and you have all the training on there. And by the way, Ellen is going to be speaking at our conference. So I want you guys to, again, really consider coming to the conference.

And we actually have created a four-hour workshop. I know we haven't told you this yet, but we added it the last minute. We're going to do a workshop on Saturday with Ellen to teach her processes. But Ellen's going to be speaking at the conference. If you haven't registered yet, be sure to do that. My team will put the link in the chat. It's going to be in beautiful Sugar Land, Texas. The theme is Master the Phenomenal Game of Business. We're going to have the vice president of The Great Game of Business, Steve Baker. Inc. Magazine said he's one of the top-rated speakers. Plus we're going to have Ellen Rohr. We're going to have Sherry Perry. We're going to have myself. We're going to have Alan O'Neil, who started his plumbing company as a one truck company, built it $9 million, sold it, became the CEO of the new company. And today he's leading 850 employees, team members, and they're doing $170 million in sales.

Just as importantly, your community will be sitting at the table with you. And how many of you know the connections that we make, the side conversations we have... This conference that I went to, I learned a lot in those four days. But more importantly, or just as importantly, was the lunch conversations that I had, the connections that I made with people that helped me. Yes or yes? I know I covered a lot of ground here and it looks like my coach, master coach, Mr. Rick Jones, is ready to share. Talk to us, Rick.

Rick Jones ([00:52:38](https://www.rev.com/transcript-editor/Edit?token=rf127Q1CNHG6aWVz93APgUdLufInGO2k3dodRxth8rHVMPDubXagp7Pcl34dbzVROWN0EaFl43DIyFaW8108nAE01rs&loadFrom=DocumentDeeplink&ts=3158.65)):

Hey, you know that car you showed earlier? You know the one that has all the smoke coming up in it?

Howard Partridge ([00:52:44](https://www.rev.com/transcript-editor/Edit?token=Me_x1_-PHghVCIw3_Cf6J7mEX7pSF9H68KRHl-7steEqHqAX-HQhxSFDVj-offf2nQfrxyfmnaKzcpM3FwgXKCbYhdc&loadFrom=DocumentDeeplink&ts=3164.18)):

Yes.

Rick Jones ([00:52:44](https://www.rev.com/transcript-editor/Edit?token=sjuImHnoTsxYY9Zqc7TaMGyc5i9ys2MOpSoKnk7NC4r0R9581ElGjpFNXehozoqdWYSmVbW_1PxkWAgYr7hz4QpNXDU&loadFrom=DocumentDeeplink&ts=3164.21)):

They looked a little different than the one that I drove in down here yesterday, that gave me whiplash. Anyhow-

Howard Partridge ([00:52:52](https://www.rev.com/transcript-editor/Edit?token=VsRgqipRt3qQ_fHx9Qab0eKXMehOpQTZX0uyzA_Jdo4rHSgZrWg09F3iM8BaYsmsB9kTXoZ0BFk_yomGeTVFDSG7JqQ&loadFrom=DocumentDeeplink&ts=3172.22)):

You mean the one that you rode in? Nobody drives that car except for me.

Rick Jones ([00:52:57](https://www.rev.com/transcript-editor/Edit?token=WGE_NVvdXhY3V67Wu73AwMgh0pxvr7vLS1H-WL8ggGeRMBzDosol-Qof1U48_7ok1nIZri-8-dD7moVtVoULNhFbUec&loadFrom=DocumentDeeplink&ts=3177.06)):

Yeah. I should have said rode in. Absolutely.

Howard Partridge ([00:52:59](https://www.rev.com/transcript-editor/Edit?token=q7QA_FzUNh00wfL2lcH3iUH_HaD9Ccc3L4xxstllRObxRWLy5cTg-gWh782XaFnHnSCHwalsexJpl2RXmPiwe1raJ7Y&loadFrom=DocumentDeeplink&ts=3179.23)):

I'm sure Jesus is going to talk to me about that, about being selfish about that.

Rick Jones ([00:53:03](https://www.rev.com/transcript-editor/Edit?token=9E2CytyxZCPmmZGQsN_XM_nFJ9qNce3aWXKcaddlOADQ4B5XMBJOH2UGrTIXIXUTGBUDi69SfxpH7rNgOymgMfxoR8E&loadFrom=DocumentDeeplink&ts=3183.76)):

Yeah. You need to put about three more seat belts in there for the passenger. Anyhow, let me talk about if I may, Howard, just real quickly, some principles about what you covered today, because you got all the nuts and the bolts. You're talking about The Great Game of Business, then you talk about Mastering the Great Game of Business. And you're talking about money today. Chapter one of that book is why we teach people how to make money. Do you know that? How we teach people to make money, that's in that book to start the thing off right there. That's why what you're talking about is so important. And secondly, I wrote down, if you want to make more money, you got to get in the game. That's the second book here or third, whatever, you got to get in the game.

My mentor told me, Mr. Bud Hatfield, he said, "Rick, if you want to be successful in business, you got to become a student of the game." And that's why you saw what you saw here. You learn, you have to study, you have to do the things that we talk about. You touched on knowing the score. Well, when you talk about knowing the score, you're going to look there and it looks like, okay, I got to choose some options here. Options normally bring about change. And change sometimes gives people chills, right? They don't take to change too easy. So when we have to have options to start making changes with our team, a couple things they're thinking about when you hear that word change options. Will I have a job? Will I get a promotion? Can I get a raise? Will I get demoted? Who am I going to report to? In most companies, maybe not the real, real small ones, but those are the questions of the people out there.

So how do you overcome that? How do you make more money? How do you get in the game? All right. What did you say your definition of leadership was? Effectively what?

Howard Partridge ([00:54:59](https://www.rev.com/transcript-editor/Edit?token=mT_y6IpnYphjhbkIdHy20dwFy8u4s2LPkHoyQbKGiWBBgUojgFTkeAJm1DomtK7aweKsZF2uEMFEcxoRWLmfc5EOSng&loadFrom=DocumentDeeplink&ts=3299.86)):

Effectively communicating your vision.

Rick Jones ([00:55:03](https://www.rev.com/transcript-editor/Edit?token=Uyt_oJjkcZtt9GUP6MzG8Ozoih2Udc1SadMLFqpdF48rXSMTCaf2UCGLT7Ru52JeADoOnVWreM-QF3Jhl5Hy8Bcy83s&loadFrom=DocumentDeeplink&ts=3303.5)):

All right. So how can I communicate my vision better? Couple things I jot down here. The picture of what you, as the leader, have to do, is share the picture of what it will be and how it will benefit all the people in that business and enjoy the company and its culture. You got to share the benefits when you start sharing the vision for the company. What's the picture that that vision's going to lead to for everybody, not just the company, not just the owner? Secondly, after that comes, well, how do I motivate my team? All right. How do I get to motivate those that I lead? People, and please listen to this very carefully, people want to work in a place where they feel valued and the attentive presence of a leader when they communicate that value. So just what you've been talking about, right?

Howard Partridge ([00:55:57](https://www.rev.com/transcript-editor/Edit?token=E7hiPAlQRNF4npMlcacv1ZgKy5uiXu5m7ErOTqNMCs82Tw-wtR83UvGa1HXepvkRwLWIpX1SqZ8D3J3SAC2gblI5B1E&loadFrom=DocumentDeeplink&ts=3357.83)):

Yeah.

Rick Jones ([00:55:58](https://www.rev.com/transcript-editor/Edit?token=RV8DsSmv6VFC58zQIos0Piai2SyifwLFrAHYo_z6u4gOXEZ5mWK6yuOYaCn1gKUTtj3urOAPBIDfKQ4jN4sFIIWZM9g&loadFrom=DocumentDeeplink&ts=3358.6)):

You use the Proverbs, which I love, about money, the 21:5. I happen to have it open here. We were thinking down the same page. Where you said, "The plans of the diligent lead to profit." My scripture and the other Bible is a little bit different, but it's very similar, "Good planning and hard work lead to prosperity."

Howard Partridge ([00:56:20](https://www.rev.com/transcript-editor/Edit?token=rfF8TvPchfNXzqvfuRpaVOai3XZxlttN8DQD3Z0k5kgkOfG3VGXuXxvc-cqAGuq4GYCN4yvwvErCh7Nh-aVDx7Z2FbM&loadFrom=DocumentDeeplink&ts=3380.94)):

Yes.

Rick Jones ([00:56:21](https://www.rev.com/transcript-editor/Edit?token=jJ9NCOyMqofebtgepAS7sRRik40WVWnXXgtXVbyd2gDsTfMpTZfJyR3bwCDA0ZeZA2Tuv8atU8poc8C41i5ThQwzrSg&loadFrom=DocumentDeeplink&ts=3381.43)):

Now Jim Rowan, it's interesting, who's a good friend of Zigs. He never put the word money in his books. You know what word he used? Finances and wealth. And here's what he said to kind of close out, "I used to say things cost too much. Then my mentor straightened me out on that saying. He said, 'The problem, Mr. Rowan isn't that things cost too much. The problem is that you can't afford it.' That's when I finally understood that the problem wasn't it. The problem was me." All right? And the last one, "I remember saying to my mentor, 'If I had more money, I'd have a better plan.' He quickly responded, 'I would suggest, Mr. Rowan, if you had a better plan, you'd have more money.' You see, it's not the amount that counts. It's the plan that counts."

Get in the game, be a student of the game, implement what we learn. That's what success in business is all about.

Howard Partridge ([00:57:22](https://www.rev.com/transcript-editor/Edit?token=KYPeoS8m8Iixqpv4mgR0Ub2nJDxVyjf3LbAHFHYYCNw8PNEWoJ2f3fWEIWE-zGQnAcTuv-v1FyzHhUPHiSKgdvjf4dw&loadFrom=DocumentDeeplink&ts=3442.56)):

Yes and yes. Okay. I know Sherry is on studying today. She's attending a virtual conference. Any of our other coaches that want to share today? I might ask one of our coaches a question.

Speaker 4 ([00:57:47](https://www.rev.com/transcript-editor/Edit?token=QWYdTu7kY1Gnynm6VJZE2Z9vbxvryoneedgabstt4t4YA3nJqHvuNxzKzgE3JwWZnONuyO0wP7co0Zb2t2QyIcuUHkM&loadFrom=DocumentDeeplink&ts=3467)):

[crosstalk 00:57:47]. May I?

Howard Partridge ([00:57:47](https://www.rev.com/transcript-editor/Edit?token=mDqLxJMy9AsBAoyaaqQu4zXceqSLm0I378cU1jQJ6bv3Q75jw7J_MhrZBIp1vR2OGL916uRDsTMMUlxEHjUSWnZ8Gl4&loadFrom=DocumentDeeplink&ts=3467.77)):

Yeah. How'd you guys get out $270,000 in debt in about two years.

Speaker 4 ([00:57:54](https://www.rev.com/transcript-editor/Edit?token=a9sGaDBh87EFs2egpJpEh26TXb5W1jd0n2cBJDMgaMWv-NbW4tcqBLEgSscaRNcMpef8BURi3F-rHvdwDK-vM8_FVwY&loadFrom=DocumentDeeplink&ts=3474.48)):

Good counsel, a kick in the teeth from AC Lockyer, a kick in the butt from you guys, and then just really solid reflection. We messed so many things up, and it comes down to a leadership lesson. In the military, we were taught you lead people into a tight spot, you have the responsibility to lead them out. And we led ourselves and our people into a very tight spot, and we had to lead ourselves out, and we had to make some personal sacrifices. And so we didn't take any money out of the company. We had to earn it by either cleaning it or selling it. We divided our duties. And for those three years, our wives were not fans of me or John, because we weren't bringing any money home. But the company survived because we had a good plan.

And Rick said exactly that right there, you had a plan. It's not, if I have more money, I'll have a better plan. It's I got to have a plan to be able to create, make, and keep that money. That's what it all came down to. Your slide, the four things on how to double your company, the 15% rule, magic, absolutely magic. If people will just understand the tactics and strategies that go along with making those five things happen, you'll double your company. You'll crush your company if you outpace your growth, because that is such a powerful slide.

Howard Partridge ([00:59:27](https://www.rev.com/transcript-editor/Edit?token=8mm1TAP54NU3P0Cgsl8HHETlcpYGUGdWIwIAnUB54myOXnjTDd49W52_KlXqWsDwaxA3FtDLb7tGfe-jqvEMFlhj_oI&loadFrom=DocumentDeeplink&ts=3567.93)):

Yeah. Thank you, sir. Okay-

Speaker 4 ([00:59:30](https://www.rev.com/transcript-editor/Edit?token=pdTTLRWuCQgK0nghzguJ3pvpycBKhtTSZ4Gr9kguxvy1s2yfXklPaC7WNrk5jBdbrrPiCbBKHBrJFbokH9dEZXq_NSs&loadFrom=DocumentDeeplink&ts=3570.18)):

And I have no advice. I have no advice. No one can follow Rick. Rick, you should always go last. In a four-man scramble, you put the pro at the end.

Rick Jones ([00:59:38](https://www.rev.com/transcript-editor/Edit?token=rMSqOo4hnKiRdpJtcOgh4Tjp5KFJBSZTQFSCAOJrZ9zGcXGYRTKgdjUE6nNJ7KYFOMCMozV_UzvX7AYgYJlxAwVVlEk&loadFrom=DocumentDeeplink&ts=3578)):

[crosstalk 00:59:38].

Howard Partridge ([00:59:38](https://www.rev.com/transcript-editor/Edit?token=PhctrayPyBT0HBSFv-33N3WKD3VFTxyh0G1AK55I9W_v-QQFwiQR-zY0oY0hJykJ2uwc6xmOZnfXW9PnLvkcs1zNmok&loadFrom=DocumentDeeplink&ts=3578.21)):

All right. I'll start calling on you first. I'll start calling on you first.

Rick Jones ([00:59:42](https://www.rev.com/transcript-editor/Edit?token=WA2vCxg5M4PfQyy_4mCeevOT7G2yaTjQ7aQvpH2ju8ig4muL1dcfNeDR_TLtkyEdYG3XREDwrVDZFsVHGHaGAMn0h34&loadFrom=DocumentDeeplink&ts=3582.95)):

Hey, Howard.

Howard Partridge ([00:59:43](https://www.rev.com/transcript-editor/Edit?token=0FhLgvAJq9bHU8V8b8p6s5FjJHzQRAOw3s5MuRBEFbc_IeVDR6MRCOkARfREhG4kifuzLPIBrzmVnab9AMEPBGPaMJY&loadFrom=DocumentDeeplink&ts=3583.73)):

Yeah.

Rick Jones ([00:59:44](https://www.rev.com/transcript-editor/Edit?token=V2zx48TT5K7FaRhWfrdTBgPx0YYxF6UxKPoryo4ISt_95M66jKD_riHXtoDeESYcoJZnAvf2_q1vrVoNbSeNfNSfIDI&loadFrom=DocumentDeeplink&ts=3584.8)):

Real quick. I know we're short on time, well, can we just get one person or maybe two, just what was the most valuable thing that they'd learned from this lesson today?

Howard Partridge ([00:59:53](https://www.rev.com/transcript-editor/Edit?token=54OpYHzYaMmzQjrD5cICuTzuv_ht2xyi2ipenuUvuSXr4NFJUAgCn-sKSoswrygQZlwqL8EEc-WUeJV1ezReUv-gOXk&loadFrom=DocumentDeeplink&ts=3593.04)):

Sure.

Rick Jones ([00:59:54](https://www.rev.com/transcript-editor/Edit?token=UvRANWbOhHUbqs7g2cJIeiGTzBGrHAfly3Ga1qVZEs8d5uLVseMGnePpnASQlIq58yqE6eUUadxRz6hRNqo0YhUINHg&loadFrom=DocumentDeeplink&ts=3594.02)):

Because you've covered a lot of great stuff today, man, okay?

Howard Partridge ([00:59:57](https://www.rev.com/transcript-editor/Edit?token=Zf1YIilcMUgxH38eKxSkeS-a2Q0Lf0XE4T5nxKShg_QXbEbZO2ufsh0XWxGGhRExRmOc9MYoTdIHVa2ddp4WqtncuPI&loadFrom=DocumentDeeplink&ts=3597.3)):

Thank you, chief. Well, hey, by the way, I want to also share two things real quick to use this. One is all the training that you need is on the Inner Circle website. I know that that's different than learning it in-person, but that's why we have Ellen, who's going to stay over after the conference. And we haven't even advertised this yet, but we're going to have her there for a half a day. It was mainly for her list for her people, but I don't know how many of her people are going to come. So if you really need Ellen, you can stay over a day and spend a half a day with us. So it's all there. The system is there. So you or your people and your people do that.

And the second thing I want to share is do that if this is in your phenomenal four priorities. And if you don't have this down, it probably is, because if you don't have profits, then nothing else is going to work unless you got some deep pockets. I met with a company last week, and they lost $172,000 last year. Now they got a bunch of companies, they make a lot of money. And I said, "Well, I don't want you to lose that kind of money. Even if you can afford it, I don't want you to lose it. And there's things you can do to make 172 instead of lose 172."

Okay. What's your biggest takeaway today? Who wants to share?

Rick Jones ([01:01:53](https://www.rev.com/transcript-editor/Edit?token=s5tBoXXpPQEXdXy5N236fueudvZyl1MFpnJqCyEhvQLz4r8BliIzN3sIPMPhShD5bq_0jU8NhYEbci-vDraBbajo6DI&loadFrom=DocumentDeeplink&ts=3713.77)):

Come on, folks. I know you had to hear some good stuff. What was the most valuable thing?

Speaker 5 ([01:01:58](https://www.rev.com/transcript-editor/Edit?token=8eJlCh5QtVJAE53IPYT7ZaYF4LHE2sXCSyCSiSsrYqM_-v5raSyb2pdBFzcZe72oH3AdTshTpaJsUz04qiPydPzJujU&loadFrom=DocumentDeeplink&ts=3718.94)):

We really improved on sharing our scorecards. So all of our teams have their own scorecard, and it made the world of difference. We too got that from Ellen. We produce a scorecard. Every day we talk scorecard. That's the first thing we talk about is our scorecard. And it's really made quite the impression on the team, because they know more than the grunt, of what used to be the grunt of the business. Now they know where the business is exactly going, so thank you.

Howard Partridge ([01:02:34](https://www.rev.com/transcript-editor/Edit?token=P2q346_S5rvQzbTnXMoeRu6W51U9liQWwaXdwaONGy0-uwEeJwnHaHo1xQEg9UgVybLKkAgt0oeKmbLm7_83g9NjFZA&loadFrom=DocumentDeeplink&ts=3754.41)):

Yeah, absolutely. Absolutely. Okay. Maybe you guys want to type in... Go ahead, Tammy.

Tammy ([01:02:46](https://www.rev.com/transcript-editor/Edit?token=9rAYQfb7bUatOfRWgY_9qixQFsJKk3j1SweiO5emwxGRJyT4g4z_aFqEVK6lPDQmbqVhpQfEiHsUQDBUNDxK0CVGxb0&loadFrom=DocumentDeeplink&ts=3766.96)):

I was going to say, keeping your team motivated. We started, about three weeks ago, implementing our meetings on Monday, having the staff keep track and tallying how many customers they've called to promote our product. How many people have came in for consults, how many people bought in. So we're doing that on a weekly basis, and it's pretty motivating. It keeps everybody pumped up for the week ahead, for sure.

Howard Partridge ([01:03:16](https://www.rev.com/transcript-editor/Edit?token=nRT__4avtj8UmnUXioNv6Q5xSvJv77ELAo4U6xtJEYj8a9XimUScFdaIu6k11oJAVyLdTFcWCdzxUKY_3DeZRnTONdA&loadFrom=DocumentDeeplink&ts=3796.78)):

Absolutely. Great job. Beautiful. Okay. That's getting your team in the game. They want to help, they want to be involved. That's one of the very first things that I learned from Rick Jones, way back in the day, that the number one thing that your team wants is to be... How did you guys say that back then? To be involved. They want to know what's going on, right? Is that how you said it, Rick?

Rick Jones ([01:03:49](https://www.rev.com/transcript-editor/Edit?token=Ttcr3JzEtwtp_x9xYbqWNw_lDbtuA8Y99WTqNHWdg-zwFgiWKPpYwdxvUF6da4K6eLXuzdh92GbpY9ojZUsCQvWUJKg&loadFrom=DocumentDeeplink&ts=3829.49)):

What you said today is pretty good. You want to know the score, so do they.

Howard Partridge ([01:03:53](https://www.rev.com/transcript-editor/Edit?token=BR0D6SuRBqtQ31zfyRnxXF21kSXQBgJDcmzBL8eJeY2VUY4GpqJIIOCvJ7QYZGj7s0UlwRKzCfqspZ_hePV6_6eUKGw&loadFrom=DocumentDeeplink&ts=3833.28)):

Yeah. So do they. That shows them how they're doing. The first thing that happens in our service company every single day is we have a whiteboard... By the way, let me make this announcement too, that if you have not been to our company and you want to take a tour of our company, just let the team know. And on Thursday morning, 6:30 AM, you can go over. We rented a big motor coach, and we're taking nonmembers over there. But even if you're a member and you want to go over there and you want to get up early for that, let us know. We'll be sending an email out on that I think too. You can go over there and see how all the systems are put together. You'll see my team over there, you'll meet them, and then you'll come back for a full day of sessions.

So what happens is, and you'll see this when you go, is we have a whiteboard and we update the revenue for the month. We have real-time reporting. It's automatic through our software for the sales. And then we also post upsells per person. And so each person has an upsell goal, because upsell is about a third of our business. And it's again, the most profitable sale ever made. And then at the conference, you're going to learn what does open-book management really mean? How's that different from open-book reporting? How much should you share with your team? You don't have to share everything with them, but you want to share enough, you want to share the things that they can affect, right? You want to share the things that they can impact that they can influence. So you're going to learn how to do that as well. Okay? Yes or yes? Or yes and-

Speaker 7 ([01:05:57](https://www.rev.com/transcript-editor/Edit?token=GjHq2aes_zchS2ozmhHtBr0MLgnpqPFPZrZ5g8oGv-t1CsnCqzPhjtV1Gy-6nK_fu_L0m7TZaksgXKsF30w6G18j1Xs&loadFrom=DocumentDeeplink&ts=3957.21)):

And yes.

Rick Jones ([01:05:57](https://www.rev.com/transcript-editor/Edit?token=AW3Avr_DTLuT5NRJ04mnB05hMmF4vUZ-x3iBooR0-LIap-uh8S7mhtN8JmvjmCf8358QFOvloYHLZksYm0irneJtx54&loadFrom=DocumentDeeplink&ts=3957.21)):

Good job.

Howard Partridge ([01:05:57](https://www.rev.com/transcript-editor/Edit?token=d4W_qrnDQ9WSB5zJxzllk34Lgv8G-okEgnIf6n0f7t6u_GW4vkONUg5_C1Jbpgo5pYOrzLWxbXx1-qTOWbCMBDz3JV8&loadFrom=DocumentDeeplink&ts=3957.21)):

And yes.

Speaker 7 ([01:06:00](https://www.rev.com/transcript-editor/Edit?token=3gtbg3K_HUxnyFHBqT7SNkcBYtSjNp4zDEMuRMKpLRpZdsjDgm_yhTePKz3jQ6rT8hZ7JGvM3Cv-Eb23yVfr2F5_Ru0&loadFrom=DocumentDeeplink&ts=3960.21)):

Great way to [crosstalk 01:06:02].

Howard Partridge ([01:06:02](https://www.rev.com/transcript-editor/Edit?token=eiHWIaJiAe_K1wVZ0cOfdMb1tIwn9zfCnxodNWW9G7lcYNOP8IqDz913mAUlAhyjC8oFvVKern_pqoVCAXAj7Rnsf6g&loadFrom=DocumentDeeplink&ts=3962)):

[crosstalk 01:06:02] I really love being with you guys the last couple days. Thanks, everybody. Bye-bye. Have a phenomenal day.

Speaker 5 ([01:06:08](https://www.rev.com/transcript-editor/Edit?token=fIMbqPsuE7uyjQ4msnqWvJ6ZT1eiO0FxhdEd2T_9krkoJ3tf3FR3D2M7SIOocXwVvkKHHelDIjeUiUkovZz-jdQ-4lA&loadFrom=DocumentDeeplink&ts=3968.75)):

Thanks, Howard.

Howard Partridge ([01:06:10](https://www.rev.com/transcript-editor/Edit?token=WDV20jPHqnUG5srmnbl4wglgl_pUEHr0QHGA0Drf-S5AzBtI7bhk2yiGeWUpU1Ds5DFASjkU9OiEB0irk0VEcSb_HY4&loadFrom=DocumentDeeplink&ts=3970.05)):

Do your daily time capsule.