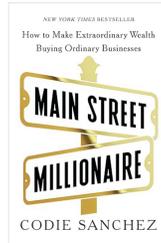


## Your Kindle Notes For:



### **Main Street Millionaire: How to Make Extraordinary Wealth Buying Ordinary Businesses**

**Codie Sanchez**

51 Highlight(s)

Location: 2,427

The best predictor of future behavior is past behavior.

Blue highlight | Location: 2,616

How to succeed at business: Hire smart people. Pay them well. Set them up to win. Then, leave them alone.

Location: 2,620

Most problems stem from bad communication. Here are the key meetings you'll want to immediately get on the schedule to avoid that:

Location: 2,637

Follow the rule of three: If an action is repeated three times, or involves more than three steps, it goes in the playbook.

Location: 2,671

Bulls wreck china shops, newbies break businesses. "You've got to know it before you grow it." If you try to grow the company before you've got your feet under you, your likelihood of winning decreases.

Location: 2,789

You can guess or you can game-plan. You choose which one will work more consistently.

Location: 2,800

Your entire job as a CEO is to remind people which direction to row.

Location: 2,811

The team rows a hell of a lot faster when they're all rowing the same way.

Location: 2,816

That vision will beget the mission, and the mission will create obsessions. Obsessed people win.

Location: 2,819

The greatest muscle you can build is urgency. Shrink your timelines.

Location: 2,821

Decrease the time between having an idea and getting it done. Everything changes.

Location: 2,984

Financial independence can only stem from being financially aware.

Blue highlight | Location: 2,984

After all, where your attention goes, your energy flows. So track your business's money.

Location: 3,118

My friend Ayman Al-Abdullah, former CEO of AppSumo, said it best: "It's simple, yet hard: Don't run out of money."

Location: 3,124

It's about accelerating how fast we get cash in the bank, finding the people inside our business who are most critical, and then beginning to insert small ideas for changes in the business.

Location: 3,144

Change payment terms to be shorter. As opposed to doing the service and then getting paid thirty days later, we take payment the second you click buy.

Location: 3,145

Give a discount for cash payments. Take more cash up front and decrease credit card fees.

Location: 3,182

Sad fact: if you feel like you should possibly fire someone, you already know the answer.

Location: 3,187

Cut, automate, delegate, outsource: We have a process called CADO. We analyze what we can cut (stop doing) entirely because it doesn't drive revenue; what we are doing manually that we can automate; what we can delegate to those who earn less; and finally what we can outsource. For instance, we had people manually posting on social media (face-palm), then started using an automation tool. We also delegated someone's manual review work, which cost \$80K-plus a year, to an outsourced virtual assistant that costs \$12K to \$20K. "We've always done it this way" is not an excuse.

Location: 3,226

How to Fire Fast It's not what you preach, it's what you tolerate.... If substandard performance is accepted and no one is held accountable...that poor performance becomes the new standard. —Jocko Willink

Location: 3,234

I can't take the sting out of firing someone, but I can help you find the words to do it. I love our friend Nolan Gore's mantra, "Remember the 3 Fs. Fair—don't be an a\*\*hole. Firm—no wishy-washy. Final—they will try to get another chance."

Location: 3,349

Upsells: The most underrated business truth of all time is this: it's far more profitable to sell more stuff to your current customers than it is to find new customers. Charging for pressure washing is like presenting a menu: the more you offer, the more you'll make.

Blue highlight | Location: 3,385

An underwhelming Google Business page that makes your competitors look a lot more attractive. After doing some research, you learn the cold, hard truth about reviews: 93 percent of customers read reviews. More than 90 percent will not use your product if you have less than 3.5 stars. 58 percent of consumers will pay more and wait for a better-reviewed company. Unhappy people are 10X more likely to leave a review. It can take ten to twenty positive reviews to negate one negative.

Location: 3,425

Before I buy a business, I'll run a price analysis ahead of time: What are the current prices? When were they last raised? How often are they raised? What are their competitors' price points? How much are similar products in the market selling for?

Location: 3,433

Most small-business owners “live in their own wallet,” meaning they won’t charge any higher than what they would be willing to pay. That’s dumb. Let rich people pay you lots of money if they want to. You’ll be surprised how often they will.

Location: 3,436

Step 2: Clean Up Your Prices Please stop giving prospects more than three options. Confused prospects do not buy. I prefer the sandwich method. One low price, one meaty price, one high price. Make them go for the meat.

Location: 3,453

Step 4: Update Your Website Don’t spend tens of thousands on it. Do make sure the buy button is big. The call to action is obvious. The testimonials are new, with real human names and faces. The email capture is obvious. The services lead with benefits, not features. And somewhere in there, you remind them that you’re owned by humans who are there to solve their problems.

Location: 3,458

When it comes to sales, the single most important factor is speed.

Location: 3,463

Use approachment.com, a service that deploys real human agents to respond to inbound leads within sixty seconds.

Location: 3,469

Remember, it’s more profitable to sell your current customer new things than to find new customers. You have \$0 customer acquisition cost, confirmation bias, recency bias, higher trust level, client buying history/data, and their contact info. So, what do you do? Upsell, cross-sell, affiliate sell, add subscriptions from monthly to annual plans. This is the way. At least for me.

Location: 3,484

Enter nicejob.com, or any of the many software tools that put reviews, referrals, and social media content on autopilot.

Location: 3,490

If you can optimize for one thing, make it reviews. They are worth their weight in gold.

Location: 3,515

You need to find your Deal Driveway. Ask yourself: If I could look at only three to five numbers, which ones would tell me the most complete story about my business?

Location: 3,523

As management guru Peter Drucker once famously said, “What gets measured gets managed.” Your high-level scorecard with three to five metrics should measure two things: output and input (or what I like to call “activity”).

Location: 3,542

What gets measured gets managed. What gets managed gets scheduled. What gets scheduled gets done. That’s the execution triangle.

Location: 3,572

How do you write a great brief? Keep it as short as possible. You don’t need to write a full page, just a few paragraphs that aim for total clarity on these three items: Problem (What, Severity, Priority) Potential Solutions (What, Cost, Time) Ask (Help, Cost, Time, Team) Briefs that lay out the Problem, Solutions, Ask Model above will save you decades in management.

Location: 3,602

There is a phrase I heard once: “purposefully absent.” That the best CEOs allow their people room to figure it TF out. The most unhappy CEOs try to solve every problem.

Blue highlight | Location: 3,603

Your job as a leader is to use this line often: I’m looking forward to hearing your solutions to that problem. Keep me updated.

Location: 3,612

That’s because their CEO created a community, not a company. He is categorically brilliant.

Location: 3,636

Merging two companies is categorically harder than buying an individual company. Complexity creates difficulty.

Location: 3,673

He that hunts two rabbits catches neither. —Erasmus

Location: 3,680

What if the recipe is simply Time + Focus + Consistency? I think it might be.

Location: 3,715

You find a spot, negotiate with the building owner, buy a machine for \$500 to \$3,000, fill it with a couple hundred dollars' worth of product, throw it on an app, and it breaks even thirty to sixty days later.

Location: 3,751

One of my favorite ways to diversify my income streams is what I call a P&L review. I look at every expense to see if I can turn my costs into profits. Try it out. What's the biggest cost that you could change at your laundromat? The soap. Why not buy a mixer of commercial-grade soap, brand it, bottle it, cut your soap costs 30 to 50 percent, then sell it to your competitors under a different name? That's clever.

Location: 3,801

Doesn't matter. A good business can always be sold or bought. Yes, economic factors will have an impact on negotiations, but you can figure that out.

Location: 3,883

Because you know that if you don't have systems and processes, then you have a job, not a business.

Location: 3,895

A business reliant on the owner is an unsellable business.

Location: 3,906

You've got so many baskets you won't even let any single customer make up more than 15 percent of your business's revenue.

Location: 3,920

If the business is over \$3 million, they may use EBITDA. For anything smaller, they'll likely use seller's discretionary earnings, or SDE. SDE is your annual profit added to any other benefits the seller gets from the business, such as medical insurance or a gym membership.

Location: 4,023

You are an entrepreneur. You're one of the crazy ones who can will things into existence.

Location: 4,050

I hope you push yourself to do the thing that scares you.