

Stephen Oliver: The bad sign. But Andre, you won't be overly difficult. Allen, you can come sit here, but not say anything. Mom, I need Mom.

You're Dad, you're nine, and Mom. Okay. It's good you had this, because it's bad I didn't. Should we just turn the other way?

Crowd: Yes.

Stephen Oliver: Is there a bag? Yes? Okay, why don't you guys go over there? I'll go here. Why don't you go over here? Just right here. Just go sideways. I'm always going to get as close as possible until we're sitting in a little circle, right?

A lot of things that make a little bit of the difference and aren't going to kill you otherwise, Jeff Smith likes to do enrollments across a desk. I hate desks. Scientifically, a round table is the best. Often times I'm doing enrollments, like enrollment in an intro room or something, so I'm not taking them into an office. So we have chairs, and I just pull up a chair, and we're having a conversation like this.

Now, I'm never gonna let her sit here, and Dad sit here, because I don't want them making eye contact and non-verbally communicating when I'm not seeing what's going on. Right? Does that make sense? I want it to be, we're all here sort of on the same side, but I see what's going on. I don't want to set up as a formal negotiating type of thing, I just want it to be, I'm an instructor, we're going through. It's even better if I'm in uniform, right?

But I'm going through here, I'm going to say you're the Dad. Hey, so guys we did, as I was talking about, a little evaluation on Allen here, and you know, Mr. Garcia was really excited. Allen had a great attitude in class, great effort, enthusiasm. Really was trying hard now, not necessarily perfectly coordinated, but was really trying hard, putting a lot of effort, focused. You know, for being seven, his concentration was really good. Obviously that's one area we're gonna work on, but relative to his age, relative to the other kids, he's starting in a really good spot there, right? You may not feel that way at home sometimes, right? But he's doing a real good job on that.

Respect and manners, and we're gonna still work on the "Yes, Sir's" and "No, Sir's." Isn't that right, Allen?

Allen: Yes.

Stephen Oliver: Please say, "Yes, Sir."

Allen: Yes, Sir.

Stephen Oliver: Okay, so we're still working on that, but he'll get the idea, he'll work pretty well in that. Relative to, again, the other seven-year-olds. Now, notice why I keep

saying that. He may be on the floor, and it looks like he's a complete klutz. Maybe it's a five-year-old, right? I'll be saying, "Relative to the other five-year-olds," right? So they have a sense that I have a perspective of how he's doing relative to others as opposed to just how they're viewing him.

And by the way, last year Lann did a really good video of just exactly this, it's gonna be word for word. It's already posted.

Lann: I just shared it again a minute ago.

Stephen Oliver: He just shared it again on the Facebook page. So exactly what I'm gonna say right now is gonna be within two or three commas of the same, because I've done it the same way a bunch of times. Overall, his progress rate's really good, so he's been doing really well. Overall fitness, he's in pretty good shape. As with most of the boys, flexibility is a little challenge. That's what we're gonna work with right away. His speed was really good, because he's really enthusiastic, he's putting a lot of effort into it. Power was really good. Balance, coordination, we're still kind of working on one leg and all that stuff, right, Allen? So that was okay, but relative to age and so far, it's really good.

Do you guys have any questions about that? Allen, does that feel about right to you?

Allen: Yes, Sir.

Stephen Oliver: Okay, good, good.

What are your guys' names? Mr. Ogle.

Andre Ogle: I'm Andre Ogle.

Stephen Oliver: Yeah, yeah, you guys [inaudible 00:04:20]. So how do you feel about his progress so far?

Andre Ogle: Honey?

Mom: I think it's pretty good. I mean, that's what I was saying, too.

Stephen Oliver: Right, okay. Good, good. And is he pretty enthusiastic about getting going?

Mom: Oh yeah, he's excited.

Stephen Oliver: Fantastic. Let me go through a few other questions, and this is what you were talking about [Jace 00:04:41], right? Now you guys pretty permanent in the area? Like with a transfer, you're not moving or anything like that?

Mom: No.

Stephen Oliver: Okay. You know, the reason we ask is Allen's seven now, he could be a black belt when he's maybe 11 or 12. He could be even a second degree black belt. But if you were gonna move or something, we wanted to know ahead and kind of plan for that, so he can follow through. How's that sound, Allen? Would you like to do that?

Allen: Absolutely.

Stephen Oliver: Okay, good. Good. And does he have any health issues at all? Asthma or injuries, or anything we need to worry about?

Andre Ogle: I don't think so.

Stephen Oliver: No? Nothing at all? Other than the retardation?

Andre Ogle: On his mom's side.

Mom: I was gonna say.

[crosstalk 00:05:22]

Stephen Oliver: And I know you both took a class with him, so you're gonna continue on with him, right?

Andre Ogle: I think she will continue.

Mom: I was thinking about it. Not sure yet.

Andre Ogle: I'm pretty busy.

Stephen Oliver: So you're gonna go ahead and continue with him, right?

Mom: I actually had this conversation when you were enrolling us as students.

Stephen Oliver: You did? Okay.

Mom: [crosstalk 00:05:43] Yeah, you did the same thing, you were like, "Yeah, you're gonna be out there."

Stephen Oliver: Well see, I have validation.

Now that would be, what? Five years ago?

Mom: Mm-hmm (affirmative).

Stephen Oliver: Oh, okay. Anyway, that's interesting. Feeling old.

Okay, and so you're gonna go ahead. And why not you? Why are you pushing it off on her? You're not gonna...

Andre Ogle: She has the time, she has the time. I'm pretty busy.

Stephen Oliver: You could be confident enough to do it with her.

Andre Ogle: I mean, possibly.

Allen: Yeah, I want you to do it too Dad.

Stephen Oliver: There you go.

Andre Ogle: All right, all right.

Stephen Oliver: Your work schedule's too tough?

Andre Ogle: I'll figure it out, for him.

Stephen Oliver: Okay, so we're gonna do all three of you.

Andre Ogle: We'll figure it out, right?

Stephen Oliver: Now, notice how I'm harassing him pleasantly, right? And I don't remember what I just said, but it was attacking your manhood nicely.

Andre Ogle: Right.

Stephen Oliver: Right? So I'm gonna kind of jokingly say, "Oh no, no. You can be brave enough to do that."

Andre Ogle: Right.

Stephen Oliver: You know? Right? Okay, so seriously, will your schedule allow you to do it.

Andre Ogle: We can make it happen. What do you think? Right?

Mom: Yeah.

Stephen Oliver: Now one of the things, if you look at the schedule, what some of the dads and some of the moms have to do is maybe he comes to a 6:00 class, but there might be an adult class at 8:00. So if you get caught late at work, preferably she will come to the same time, but if he comes to a time, a couple earlier times in

the week, and maybe you can come once a week with him, and one a week later. That's fine, too. So just be aware of that schedule.

Andre Ogle: Okay.

Stephen Oliver: Right? Where do you work?

Andre Ogle: Coors.

Stephen Oliver: Coors, okay. Well that didn't help me, but we can say we have a couple locations and if the other one maybe sometimes ... For a different evening class, you need to do that to makeup, you can do it. So you guys, I'm sure, said it. You said that in your conference. We have four locations, you can take [inaudible 00:07:32]. And any of that's a real good way to lessen the blow. Did everybody catch when he said that before?

Andre Ogle: Yes, Sir.

Stephen Oliver: Okay, great. Now, I don't remember, if we talked about the tuition before. Generally, the tuition ranges from 197 to 247 a month. What we have is a family enrollment, it's just double that, all three of you. Right? So you're free, and then when you have his little sister or brother, she's free or he's free, whatever. Is that gonna work into the budget okay?

Mom: Yeah, I think so.

Stephen Oliver: What's that? Okay, good. And a few of them are gonna be saying, "They're never that easy. You guys were easy."

Mom: Yeah.

Stephen Oliver: Except for I had to do that to get you uncomfortable, right?

Mom: Right.

Stephen Oliver: And does he have room at home to practice a little bit?

Mom: Yeah.

Stephen Oliver: I mean, the only reason I ask is we don't want you kicking lamps, or cats, or you know, the dogs, or anything like that. Right? And so one other thing to keep in mind, though, and this is kind of a trick question. Does practice make perfect?

Allen: Yes.

Stephen Oliver: Actually the answer is, perfect practice makes perfect. If you practice wrong, you get worse, right? So we want to make sure we're careful about not doing the techniques over and over and over, and doing it wrong, right? That's why we have the mirrors and stuff, and the instructors are paying attention to you. But certainly we want to practice on the discipline, we want to practice on the homework parts, we want to practice on all that. We want to practice the movements and make sure you're doing them correctly, and make sure you guys all work on the memorization. I can tell you ahead of time what's gonna happen. He's gonna catch this stuff physically much faster than you two do, because kids just are malleable that way. But you'll get it more intellectually, and then you'll be helping him at home memorizing. So does that make sense?

Mom: Yes.

Stephen Oliver: Okay, good. Good, good, good. Now, what do you think, Allen, if he says, "Do you want to be a black belt?"

Allen: Yes, I wanna be a black belt.

Stephen Oliver: Is it all right if Mom and Dad could be black belts with you?

Allen: They better.

Stephen Oliver: Who do you think is going to get there first?

Allen: Probably Mom.

Stephen Oliver: Mom? She's gonna beat you?

Allen: Oh, no, I am. But out of the two.

Stephen Oliver: Oh, she's gonna beat him.

Allen: Oh yeah.

Andre Ogle: You think so?

Allen: Oh yeah.

Stephen Oliver: Oh, okay, okay. I'm not gonna get in the middle of that one, okay. What do you guys think? Is he gonna be pretty serious of the offer?

Mom: I think so. This is the most excited he's been for anything.

Stephen Oliver: Oh, that's great.

Andre Ogle: Pretty excited.

Stephen Oliver: I'll tell you honestly, the biggest thing that will help is the fact that you two are doing it with him. Because what happens is, a family training together, you'll help keep him motivated when he's not, he'll help keep you motivated when you're not. He'll help keep you motivated to learn physically, because he's gonna run circles around you early on. You'll help him not get frustrated with trying to remember and learn stuff, because you'll pick it up more quickly. Does that make sense? Okay.

So what am I doing there?

Jace: You're solidifying.

Stephen Oliver: Reinforcing, reinforcing, reinforcing. Right? Does anybody else need to be involved with this at all? So you had that because you had the, you know, with all those different things we had to work out. Anyway, let me go over a few more details, because we were trying to get somebody else to help pay for things and figure out all that stuff. But yeah, and good luck on that.

Anyway, so the way the program works, Allen is seven now. He should be a black belt 10, 11, more or less. And you guys will still be [inaudible 00:10:56]. And then what we're gonna do is he can be a second degree black belt around the time he's 13. In fact, most of the kids end up, as part of our leadership training, they end up sometimes working their way from high school. I worked my way through Georgetown teaching martial arts, right? So often times work their way through high school, into college as an instructor. And by the way, it looks really good on a resume, right? So when they're going to college and so forth. We start with just a trial, which is about a third of the way through the program to begin with, and what we're gonna wanna do is just kind of evaluate over the next couple months and make sure we feel comfortable. Not only with him, but making sure your body's gonna hold up and all that stuff. So we're in good shape for you to get the black belt, right?

Now, normally we do 600 initially ... And again this is one that you double for the family ... 600 initially, but since you had come in from ... From what?

Allen: Westy Fest.

Stephen Oliver: The Westy Fest. Since you came here from the Westy Fest, we're gonna do a \$300 discount on that. So it'd just be 300 initially, and then the 247 a month. Again, as a family we just double that, so it's going to be ... What is that, quick? 1090-something or other, and then 490 something a month.

Allen: I get 477.

Stephen Oliver: 477 a month, there you go.

Jace: That's a very smart seven-year-old.

Stephen Oliver: I would know that beforehand, right? How do you want to do the initial?

Mom: I don't know if we can afford the initial.

Stephen Oliver: Oh okay, okay. I mean, you can do Visa MasterCard, but the 1090 is gonna be tough.

Mom: Yeah, that's gonna be a little tough.

Stephen Oliver: Oh, okay. What would work for you?

Mom: If I do half of that right now?

Stephen Oliver: A lot of them say, "Well, we can do the month, but we didn't know about that." Right? That's common. I'll say, "Oh okay, so you can do the 500, but the 1000s tough right now? Okay, fine. How do you wanna do that, do you wanna do Visa, MasterCard, first born? He's nine minutes late though.

But why do I say stupid things like that?

Jace: To ease the tension.

Stephen Oliver: It takes the pressure off. Don't try to be funny if you're not funny. I'm not funny, but you could come up with some things that are useful and kind of take the pressure off, right? Does that make sense?

So you had decided you're going to [inaudible 00:13:28] ever? No?

Andre Ogle: I don't think so.

Stephen Oliver: Oh, okay. Why does he have a grayer your beard than you do?

Andre Ogle: On his mom's side again.

Stephen Oliver: Okay. So you wanted to do a Visa?

Mom: Yeah, that's fine.

Stephen Oliver: Okay, fantastic. Let me get that, and I'll get you a receipt for that. Now what have I not done yet? What's the [inaudible 00:13:50]?

Andre Ogle: Never talked about the-

Stephen Oliver: I haven't talked about the rest of the down payment, okay? I haven't done contract, or any of that stuff. But I have my method of payment, right? Here's what I prefer to do, I'm gonna give them the physical agreement then ... Adam if you're doing it on iPad, I now not really got nothing to hand them. Well what I'm usually doing is handing the physical agreement with a pen, and saying, "Here, fill this out." Right? But if you're handing them an iPad, what you could do is say, "Here, if I can get you to Okay here."

But I'm going to leave, or turn around, or something, and I'm gonna go get the credit card processed, right? What happens when ... Soon as they hand you the check, or soon as they hand you the credit card, psychologically it's a done deal, right? Up until that point they're still thinking about it. Even if they said yes, they're still like, "I can back out."

The minute the credit card machine goes authorized, the minute they write the check, it's done, right? So it's fine. I can go back, let's say I had them fill out the agreement, I can back, "When did you wanna do the other 500-ish?"

Mom: We can do it in month.

Stephen Oliver: Okay, that's fine. So we'll put that for September 15th. Is that gonna work okay, and also do the monthly on October 1st?

Andre Ogle: Yes.

Stephen Oliver: See I'll ask them, I won't just do it. "Yes. Okay, fine." Sometimes they'll, "Oh, no. I can't do both." "Okay, no problem. We'll have the monthly started a month later.

Speaker 1: You don't wanna put them in a bad position. I mean, use your head. And if it's gonna end up being double payments at sometime because of what they said ... You're just trying to make sure it works up-

Stephen Oliver: Yeah, you don't want their mortgage payment to bounce the first month they start the class.

Speaker 1: That's not helping you, it's not helping them. And if you ask them, "Well, is that gonna be okay," it'll also, if there is a problem, you went out of your way to try to make sure it was gonna work. So that's very important.

Stephen Oliver: Yeah, you understand what I'm saying?

Jace: Yes, Sir.

Stephen Oliver: You don't want them to go home and saying, "Oh, my God. I didn't realize I couldn't do it. I couldn't do 1000 now, I can't do 1000 then either." Right, I

mean, you don't want that to be the reaction. Most of the time it's not. And a lot of times, what they're gonna say is, "What is this? About the middle of the month, I can do it on the first. Okay, fine." "Can you also do the first month and the first,"- "No, I couldn't do both." "Okay, we'll have that started by next month." Cool. Cool beans, we're done, right?

You filled out the agreement, so I'm just going to say 15th. However you do your paperwork, and then October 1st. And I'm just gonna go over it with you. "Like we were talking about, we're doing about third of the programs to begin with. We're a quarter, that's going to be at about 12 months. It's going to be the 497 a month. We did half the initial now, and the other half on the 15th. And let me just give you guys to okay then."

And usually while I'm having them fill it out, I always hand it to Mom. You know, I'll go, Who has the best handwriting?" In cases she goes, "Oh, he does." "Really? Okay. But here's your copy of that. Now, what we're going to do next time, Tuesday, Thursday, today's Wednesday, does tomorrow still work for the next time?

Mom: Yes, that's okay.

Stephen Oliver: Okay, what we're going to do tomorrow night, class is at 6:15. If you can come in about 6:00, what I'd like to do, kind of call a folder conference. Really what we're gonna do is go through the ID cards, I'll have them for you by then. We're gonna go through all the discipline cards, and all the stuff that he's gonna do that you're gonna be working with.

I didn't get you guys uniform yet did I? I'll make sure they leave with the uniforms, right? We don't have to wait for the next time. So again, tomorrow at 6:15 I'm gonna put that in the calendar and confirm it with you. Well we will offer that so we won't be bugging you, we just want to get in the habit right away.

Now what do a lot of people do? I got your credit card, classes Tuesday and Thursday, throw them over the wall, and hope for the best. Don't do that. Schedule them for the next appointment, when they come in next time, schedule them for the next appointment, get them started. Get them into the first few lessons, your progress updating, because they're apprehensive, they're excited, but they're apprehensive, right?

So make sure you explain here's what happens with the cards, here's how the class process works, here's how the whole thing works. Does that makes sense to everybody so far?

Jace: Yes, Sir.

Speaker 1: And on their first lesson, it's a different experience. You're gonna take care of them and bring them through. We show them where to put their shoes, we show them all that stuff again, because you can't expect that they remember it. And now they have a really great experience for the first class.

Be very careful about tossing over the fence, every time it feels like we're tossing them over the fence into the class, that can be the kiss of death. You know, because they didn't have a good experience, and it's our fault. This is a weird thing for people, it's just not weird for you all, because y'all are a bunch of weirdos.

Stephen Oliver: Well, I mean, we either haven't developed into that, or we were when we started.

Speaker 1: Yeah, exactly.

Stephen Oliver: You know, and again, reframe the way you think about it. This is a two month process for them to be committed in the leadership long-term. It's not a one or two lesson process, we get a contract signed. Forget it, don't even think about that. Don't be excited that you got an enrollment, be excited when they're ... made this a lifetime commitment. You know, it's essential.

Jim?

Jim: On the paperwork, do you end up putting the program amount?

Stephen Oliver: Yeah.

Speaker 1: Legally, you usually have to. I mean, it says that in the little box, it says how many payments and how much of the down payment.

Jim: That's fine

Speaker 1: But that's really irrelevant after they already decided. The key thing is, which you saw Master Oliver do and reiterating is, you got the money, you talk about the down in the month. There wasn't a discussion about how long it was until after-

Stephen Oliver: I didn't say 45, well \$5000 was probably the total. I didn't say \$5000-

Speaker 1: And it wasn't like on the paper it said all that stuff and have paid full amount, it's just a ... If you've seen our paperwork, like the one I have the video of, it's the down a month, and it says per month, and that's it. And then you just get that and make sure they understand, and I always say, "Well how do you want the monthly payments and the amount?" And you basically do that with the credit card. And you just, "Just so you're clear about that, if you have the down then-

Stephen Oliver: You know what I can't stand by the way? They give me the credit card, I set the credit card up as a billing, and by the way, I'll tell them. Soon as they gave me the credit card, I set that up, and I'll say, "Now I set up the monthly tuition automatically on the Visa, if you want to change it to checking account or whatever, then you just let us know anytime, and that's fine. We just do it automatically so we don't have to mess with it."

So I'm going to tell them. So if they just gave me the debit card that the car payment is coming out, I want them to not, just not notice it, right? Same thing. But again, don't discount what he just said, it's a two month intro into leadership. It's not a get a sale, right? The guys who are just get a sale have low opt out rates, low renewal rates, high cancellation, all of that kind of stuff, right?

And by the way, I don't think 2 or 3% is a bad number for you guys, right? But everything you can do to educate them ahead of time and after the fact. So far, so good? Now they all made it really easy, so what are some objections you get thrown?

Andre Ogle: 247 when pre-qualifying. Questions are, "Does that fit in the budget?" And they're like, "No, that doesn't fit into the budget at all."

Stephen Oliver: Well what would be affordable? So let's role play. They say, "Oh, no, that doesn't work." In fact, what I would say is, "247 times 2." So I never said it that way, but \$500. And so, you say-

Speaker 1: Say that again so that everyone could hear you clear, you're not saying \$500, you're saying, "247, then you pay for 2 and it's-

Stephen Oliver: Yeah. See that wasn't ever using any aggregate number, so-

Speaker 1: We're not adding it all up to add it all up. You did say 1000?

Stephen Oliver: Yes.

Speaker 1: I mean, I usually just say it's 500 to start, and then 247 times 2 per month.

Stephen Oliver: Well if I wasn't rusty, I would've said it's 300 times 2, and then the first month, instead of 247.

Speaker 1: Right. So you don't have to do the math. By the way, doing the math for them like on the paper makes it more complicated, right? Then the more complicated, then they don't buy.

Stephen Oliver: If they ever get confused, they don't do anything.

Speaker 1: And If they really need you to, "Well what does that add up to?" Then, I always do it as first grade math. I just, you know, tell them the amount, if we have to write it down, then I, again, write it. If I generally just don't-

Stephen Oliver: Or I can say, "Yeah, it's a little under 1100, and it's a little under 500. Or, what is that, 496? You don't have to be raddling of numbers. My mode is, his mode is, I'm the karate instructor finalizing this for you, I'm not the finance whiz." You walk into a car dealership they got the calculator, they got the printer printing, they're typing it down with the calculator that prints off the tape.

Never ever, ever, have that experience be with ploy they feel emotionally, right? Okay so your objection is, "No, I don't think there's any way we can do 247." Okay? So what am I doing? "Not gonna freak you out or anything, but can I put down the pen? Let's talk about that." A lot of them say that was just kind of stick or [inaudible 00:23:45]. "Well let's talk about that. I mean, it's important to be able to pay the rent, the mortgage, and feed him. It's not like he has a lot of weight to lose. You don't want any of the kids taking martial arts, what do you think happened? Is this going to work, or what do you think?"

Andre Ogle: She just lost her job, so we're down to one income now.

Stephen Oliver: Oh, okay. So temporarily, it's tight.

Andre Ogle: Hopefully she gets a new job. Really rather it be soon, correct babe? We just don't know right now.

Stephen Oliver: What are you looking for?

Mom: The marketing position.

Stephen Oliver: Oh, okay. Is that what you were doing before?

Mom: Mm-hmm (affirmative).

Stephen Oliver: Who were you working through?

Mom: A construction company.

Stephen Oliver: Oh, okay. What type of marketing were you in?

Mom: Online marketing and event marketing.

Stephen Oliver: Oh, wow. So that's really fresh right now.

Why am I doing that?

Jace: You're trying to probe a little bit more, you're building rapport.

Stephen Oliver: Well, I'm learning a little bit, and I'm building rapport. And frankly sometime, the conversation is, "Oh, do you know so and so?" "Oh, well they're in that same industry, that might be somebody you should talk to. You know, one of the things we have here at the school, is we end up knowing any and everybody around the area. So, I'll make sure and introduce you. It might be a good contact maybe, maybe not. Who knows right? I'm not like saying I'm promising you a good job, but you know, for the time being, what do you think is easy?"

Speaker 1: One thing I would just add to this, to me, this conversation, when they're telling you something like that, it's just like being ... Just be human, just be normal. Have a conversation, if your buddy said they lost their job or something happened, you're like, "Oh, what happened?" You know? You be wondering what's going on, you be having a conversation.

If so many of us, you know, I'm the ... I'm like the script guy, right? All my stuff is written exactly. Both things are right, you have to listen to what they said, and have a real conversation. Because kind of, you really just wanna know. They're gonna be your students, and in that process, you find out enough information. Also, to then do the sale. But don't try to separate those things, I mean, it's really just like talk to them-

Stephen Oliver: Everybody put a star and underline that, put a star and underline it. What was the crocks there? Have a conversation with human beings.

Yes?

Jim: It's actually about that exact thing. So, that's a lot of, I guess, how [inaudible 00:26:12] with staff where they could adjust the price. So do you let them, "Hey, cool, you're my staff and you can adjust the price. If it works for them, great." Right? But where does that fit into following and keeping the structure?

Speaker 1: We haven't gotten to that yet though. Right now, we're just talking about how to have a conversation so you can kind of understand their situation. So first step-

Stephen Oliver: Mostly, the answer is hell no.

Jim: That's what I see [inaudible 00:26:37].

So you would have a staff, "Look, hey, look they have a really big concern around their income, you know? Hey, it's tough." And then they'd come to you with the approval, "Here, let me hand you over this to Oliver, right? He's the-

Stephen Oliver: No, no. I wouldn't do that either.

Speaker 1: Tell us what happens if they call you about it.

Stephen Oliver: If they call me, you're in big trouble.

Jim: [inaudible 00:27:01]

Stephen Oliver: No, I understand where you're going with that, right? What happens is new program director, they're weak in process, they take low self-esteem, they don't feel completely comfortable with the price that they get. They feel that, "I couldn't afford this." And then all of a sudden everything that comes through the [inaudible 00:27:34], you know, I always looked at every agreement that got done. And if I ever [inaudible 00:27:39] was too busy, one thing or another, bad things happen and then it's botched, right? So, you don't want to do that, right?

One the other hand, you know, what he just described is a temporary situation, not a permanent situation. Part of me being a human is I wanna know what she's done, what he does, one thing or another. On the other hand, is I also, in finding out, "Well hell, she's, in all likelihood, short of she has a felony hidden somewhere, completely employable. There's lots of other places she can go do that." If he says, "I'm a neuro physicist that does molecular biology and offshore wells that are in Antarctica." Well that's a pretty like narrow, God knows how, you know? You know what I'm saying?

I mean, what she just told me is she's infinitely employable lots of different places, and they're freaked out because they're living at the limits of their budget, and her income goes away very lonely of the prices. And I'm mind reading a little bit because we're role playing, but I'm gonna say that's what's going on. Does that make sense, right?

Speaker 1: And they might tell you that. They might tell you that, because you invited the conversation. And that's okay. I mean, I don't wanna have a long conver ... Don't get me wrong, I don't wanna spend an hour and a half in there talking to them about life. But, not that I ... But I care, I mean, you actually care about what happens, what the deal is.

Stephen Oliver: The absolute best way to be really good at sales is to always be honest, and always be human, right? And the biggest problem that can evolve there is to have too much sympathy. Empathy and sympathy are different. And so it be too sympathetic in trying to accommodate our thing around their thing. So I've seen program directors do the, "You do three lessons a month. Oh, you're going to move to somewhere? We have the one year black belt program, you just pay quadruple and we'll get you there." All of those things are asinine, and shouldn't be done, and they're, if not illegal, they're unethical. That's overstating the case, but you don't want to modify everything you do to try to accommodate everything. Does that make sense?

On the other hand, we're having a conversation, and we'll see if there's a solution. There's not a solution, it's probably a temporary thing, right? Assuming that they'll find another job in three months and everything. Would this work out for you? I understand if it goes on long-term, they can create their own [inaudible 00:30:29].

Andre Ogle: Probably, right? We like a good challenge.

Stephen Oliver: Okay, so-

Andre Ogle: [inaudible 00:30:35].

Stephen Oliver: We could take one or two approaches, you know? Certainly, we could go ahead and get enrolled. First we haven't got the contract yet, so I'm pretty sure. But certainly we go ahead and get them enrolled, but if things haven't righted themselves in 90 days, I mean, put a pause on it. So is that doable then?

Andre Ogle: At the what monthly...

Stephen Oliver: At the 247.

Andre Ogle: So you gonna do 247 right now, and then in 90 days if it doesn't-

Stephen Oliver: Yeah, we can put a pause on that. Would that work?

Mom: Probably not.

Andre Ogle: That's good.

Stephen Oliver: So now, what am I doing? I'm just kind of working through to find out what's going on, right? When it comes to money, it tends to be pretty black and white. "No way in my budget could I possibly get anywhere near what you're asking." That's a difficult one to solve, I can't fix broke. On the other hand, it's, "Oh, that's more than what we thought it was." That doesn't require a response, it requires me to shut up and let them solve that for themselves, right?

So I don't want to go down the road of justifying it. So if that was the thing, say he says, "Oh that's more than what we thought it was gonna be." What am I going to say?

Andre Ogle: Okay, yeah.

Stephen Oliver: Well is that gonna work for the budget? [crosstalk 00:32:05] What do you think? Notice how everything is nonchalant, it's not like stressful, and we're just having a conversation.

Andre Ogle: It's tight.

Mom: Yes. I think it's very tight for us.

Stephen Oliver: Okay, so now you shifted it from, "We can't afford it," to, "That's a little bit right."

Andre Ogle: But you changed the-

Stephen Oliver: No. You said, "That's a lot of money, for that's more than we thought it was." And I just rephrased it, and said, "Is that gonna work for the budget?"

Andre Ogle: So we're talking about we're down to one income.

Stephen Oliver: No, we were off to a different scenario. You don't keep up, do you?

Andre Ogle: I don't know what to say.

Stephen Oliver: Okay.

Andre Ogle: So where are we now?

Stephen Oliver: 247. It's more money than you thought it was gonna be.

Andre Ogle: Okay.

Stephen Oliver: So if somebody says more money than you thought it was gonna be, what's my ... How do I need to respond to that? How is a non-statement ... I should never have, through the years, none of your process, somebody who says, "This isn't worth that." Either implied or otherwise. I don't mind ... And if they do, that means I need to go back rebuilding value through the process, and no amount of lip conversation is probably gonna solve that, right? And if they say, "Well that's more money that I thought it was going to be," then that really doesn't require a, "Oh, I understand." You didn't have much sense over it at all.

Is it gonna work for the budget, you can still feed him, pay the rent?

Andre Ogle: I think it's tight budgeting. It's up to you babe, I think it's tight.

Mom: Oh, I don't know. We could possibly manage it. I mean, like could we go home and think about it?

Andre Ogle: Let's do that.

Mom: Yeah, lets ... Can we go home and think about it?

Stephen Oliver: Just review the budget. Well, you know, let's talk about that. We certainly don't wanna put threw a financial burden, although I think you've seen how valuable this is for him. What were you thinking, what will work for you?

Andre Ogle: Well, my wife and I thought maybe \$150, \$100, or anything like that.

Stephen Oliver: Oh, okay. Is that the most that you can do comfortably a month?

Mom: That's kind of what we thought it would be, yeah.

Stephen Oliver: Now she keeps coming back and using language that redirects. Well, but is 247 something you can do without unnecessary hardship?

Mom: I don't think so.

Stephen Oliver: Okay. So-

Speaker 1: Did you guys notice the difference, [inaudible 00:35:00] or maybe ... Her redirection was that it was the wrong price, not she couldn't afford it.

Stephen Oliver: Right.

Speaker 1: So that's the difference, you gotta listen for the difference. And it's a different response in how you handle that. If it's, "Well, yeah I didn't think it was gonna be that much, it's a lot." And what else did you just say? She said it in another way, it was redirected like that. When he said redirecting, that means she was saying, "Well, it was too much money." Not, "I couldn't afford it." Those are two different things. And your response is different. One is, "It was more than I thought it was gonna be." Shut up.

Stephen Oliver: Yeah. So usually if they say, "It's more than I thought it was gonna be," I say, "Well, is that gonna work for your budget?" Right? I mean, just asked a question, "Is that gonna work for the budget?" She gave me a response that didn't answer the question. So I nod, and say, "Okay, I understand. Is that gonna work for your budget?"

Andre Ogle: No.

Stephen Oliver: Okay, so I got broke people, I guess [inaudible 00:36:03].

Speaker 1: Well, Master Oliver, you might want to go through if it was temporary, and she thinks she's gonna get a job in a couple of months, there's ways around that.

Stephen Oliver: Yeah, absolutely. And we already had that scenario a minute ago that we rolled through. Remember the ski lessons thing? I mean, we've already been through that.

Speaker 1: Does that really have to be on over there, by the way? It's [inaudible 00:36:19]. It does?

Mom: Oh, my God.

Stephen Oliver: It probably doesn't help.

Allen: No, probably not.

Speaker 1: I don't think it's gonna help the film. Although, this will be on the film, It'll be okay.

Stephen Oliver: You know, it's always fun to me is when you go to a concert or something, and everybody is taking pictures with their flash?

Speaker 1: Yeah, right.

Stephen Oliver: I feel like going up to them and slapping. And I'll say, "Do you realize that your flash is a range of about 90 feet? And that stage is about 200 yards? Do you really think that's gonna help?"

Jim: The darkness around it-

Stephen Oliver: What's that?

Jim: Said, the darkness around is a little bit brighter.

Stephen Oliver: Exactly, you brightened up the audience here, and totally screwed up the shot of the stage.

But, let's face it, the only two objections are time and money, right? And so, just like the ski lessons example, if some temporary financial situation, I can deal with, right? Some permanent, "There is no way we could ever get even half of what you're asking for, what am I gonna do?" Right? I'm not gonna try to talk them into it, and I'm not gonna go, "Why don't you ... I noticed you smoke, why don't you give that up?" That's, no.

That's really just both invasive and it's [inaudible 00:37:41] being in stuff, right? But the other objection is to be about here, "Oh, I didn't know I was committing for a year." Or, "A year is too long." And we've talked about that three or four times, right? I can fall back and do the gold belt guarantee. At the last resort, we walk them through what that is, but we've handled that one on ... Is there some other objection or problem that you end up with, regulated, that you need to work on?

Connie?

Connie: Well this is a-

Speaker 1: Think about it, their objection. I didn't see it here, but think about it at this stage before you got the check. Then you do the guesstimate. So, the gold belt guarantee might be at the commitment stage, but it would also be at if they think about it and that's just ... "We kind of wanna do it."

One thing I wanted to also mention, and Connie you should ask your question too, but one thing I wanted to mention is, you said, "If they're getting too far away from money, or from what they wanted to get out of the program, and start talking about, oh you think it's valuable for your kid, and how it reengage, and that value ... Sometimes you end up talking about money for a while, and I always-

Stephen Oliver: And their level of emotional commitment is normally like-

Speaker 1: Right. And that's real important on the upgrades too, on the rules. Because you got them thinking about the [inaudible 00:39:01], and all these great things, and this. And then you start talking about money, and then you're in the office for 20 minutes about money. They lost all the connection of that other stuff.

So what we always ... Our technique that we use is the three C's. We confirm, connect, and continue. So, we really did want them to get self-confidence and discipline about that. That's really what we're talking about, right? And then, they nod. "Okay, good. Well that's," and then I just shut up sometimes. Sometimes it's just a case of shutting up. Sometimes you have to reengage them in what they were after, what they wanted.

Stephen Oliver: Yeah, and in renewal, you get a [inaudible 00:39:36] down, and then trying to figure anything out in the end, that same thing. The three C's. Confirm-

Speaker 1: Connect, continue.

Stephen Oliver: Continue. Which is great. Confirm, connect, continue. Like in a renewal, put everything out say, "Well, let's forget about all that for a second." Our objective, everybody's objective is to get Allen to get his black belt, right? And our objective is to have you happy and excited in the program for life, and to make sure we don't create any short-term financial hardships.

But Allen, as we've talked about, you're gonna have to be really focused and dedicated on this. And financially, it is gonna be a little bit of a stretch, but I'm sure you're gonna live up to the outcome. And I know when you're sitting there watching him achieve his black belt, plotting the extravaganza, it's gonna have that worth the stress and struggle of getting there, am i right? Just like watching him graduate from Harvard or any other college. You're gonna have that same

feeling of confidence. So, let's stop stressing about the finances, we'll figure out how to do that.

But we want to really focus on ... See now, what have I just done? And by the way, everything I have said anytime today has the added benefit of being 100% true, 100% honest, 100% ethical, and real, right? 100% win win. But what I've done is, let's take all the pressure off of that, I'm gonna put it over here for a second. Let's go back to what we're focused on. Now let's figure out, you know, as we're focusing on that, what we're gonna do with the finances and we'll figure in more help.

Speaker 1: Ideally, even make communicating at this point. "Yeah you're right, we really do want that." Ideally, you get ... Whenever you say stuff, again being human, if I have a conversation and I'm just talking to you like this, and he's staring back at me, and he's crossing his arms, you need to sense that a little bit. He's not really agreeing. If we just go, "Is that right, sir?"

Speaker 2: Yes.

Speaker 1: Okay, so that is important. Something like that. You have to make ... Connect means they have to acknowledge what you said, at least. And even better, is they said something back. If they said something back, there's no way that they shouldn't enroll. If they said, "Yes, we really do want this," because most people aren't thinking about that stuff. That's why we have to kind of be this way, we have to help them think about these things. Otherwise, it's just like soccer going for 49 bucks, or whatever.

Stephen Oliver: Yeah. And then we end up being able to get on the same side, and I'm working with you for us to figure that out, is anything but adversarial. Right? And in all of the language, the body language, the tone has to always be that. We're on this side working out now that the problem, you're not pushing back from this, and I'm pushing you to do something. We're on the same time, the same team, working towards this, right? Well let's think about this-

Speaker 1: And that shifts it to being on the same team, guys. This is what we're really trying to accomplish, and then that shifts it. And if you do that, it makes a huge difference.

Stephen Oliver: Everybody follow that? Questions? Ideas? Yes, Ma'am?

Connie: I have a question. Sometimes with families, do they come in and get to stretch just to do basic program?

Stephen Oliver: Sure.

Connie: When and what time do you allude to the fact that they would need to go to a different program, which cost more money, to actually get the black belt?

Stephen Oliver: Well, we have an in the written agreement that says that, but I'm not going to rock the apple cart early. And part of what I don't want to do is, I want to be cognizant of, if I stretch and get every last dollar out of them right now, then I'm in essence setting myself up for a problem later on. Because I felt their enthusiasm and everything, now comes the renewal and everything else, right? And frankly, not doing that gets more enrollments, it gets more commitment, it gets more enthusiasm, then trying to dig for the last dollar, because I need the sale this month, right? The worst thing to be doing, enrollment and renewal, is ever to be selling on greed, you need the down payment today, because it's got to go in the bank tonight to make rent.

You don't wanna be in a situation. Anybody in a small business has been there from time to time, but that can never affect dealing with humans honestly and ethically. Right? Does everybody anchor that? Have you ever been in a situation where you needed a sale to pay the light bill? Don't ever let that shade how you communicate with somebody, because then all of a sudden you end up with lose-lose, you end up talking in a way you don't need to be, but unethically you're lying to them, or stretching their budget to the point they're putting them in peril. None of those things are good things, right?

And there's such abundance. Do you know how many appointments you guys have today?

Allen: I guess-

Mom: 40.

Allen: 40.

Stephen Oliver: Yeah, they have 40 appointments today, that'll be 20, 25 intros, that'll be 10, 12 enrollments. If they didn't get this one, they've got the next one. It's not a crisis. And if they struggle for every penny, and the people go away angry and irritated, they aren't coming back. And if they work with them, or working on the same side and we just can't get it done today, 90 days from now when she's off with an even better job, they're coming down here bringing their friends, right? So you wanna keep that perspective.

Speaker 1: I would also add that it makes you less angry and irritated. Because if you're pushing like that, then you leave the whole thing pissed off, and whatever. But if you had a conversation with [inaudible 00:45:30], "Oh, man, wow, you really can't afford it." I mean, you're not gonna say that, but having a conversation as an adult, as a human with the people, and you've tried to work it through ... The other one is, you couldn't get the other parent to come in, you had a real

problem. Like on the first intro, you asked them where's the other parent, and they say, "Well, they're not coming."

Stephen Oliver: Be empathetic.

Speaker 1: Huh?

Stephen Oliver: Be empathetic.

Speaker 1: Yeah, yeah. And also, that conversation might reveal that it's a blended family with all kinds of different situations, and it's okay to have that conversation. It's relevant, it's gonna be relevant, you're gonna have this student for four years. You're going to have to know that, and it's good to know that upfront so that you can help them solve their problem. The problem is they wanna do this. And by the way, what I would also say is, one thing you got to remember is, in almost all cases these answers aren't no. Well that's a lot of money, that's not no. In theory that just means to me that you want to do it, but there's something about money, or that's a long time for my kid. That means you want to do it but there's another concern.

I can't even think of the last time I've ever had somebody say no, I just don't want to do it. Do they ever really say that? No, I just don't want to do it. So if they didn't say that, then it wasn't no. Yet it seems emotionally like these are all no's. Now I think that a lot of times they want to delay the decision. Which is why we have to deal with it.

Stephen Oliver: Which is natural human nature, we always to sleep on it.

Speaker 1: Absolutely, and that's why I encourage you guys a lot to loop. Sometimes they just don't understand the guarantee and you have to explain it again. Explain that they can do it but of course you wouldn't be saving that money today so that's why we give you the guarantee, and you have to loop on it because human nature is they want to delay decisions, but that isn't no. Big difference, if you're hardly ever really, if you think about it that way, getting no's, like when was the last time they just said no? I don't want to do it.

Stephen Oliver: I hate you, you're an asshole, we're going to go somewhere else. I've had a few.

Speaker 1: Yeah, the closest one I think was I had a family that enrolled. I enrolled them and I had to do the guarantee a bunch, and they enrolled and they canceled. They said they just didn't like how the sales process was. That's the worst I've ever gotten, but I've never had anybody, you know, they still wanted to do it somehow. Everybody will do this by the way.

Stephen Oliver: I tend to have that with young new program directors. Who get itchy to have high closing ratios, but then get pushy rather than empathetic.

Speaker 1: They don't spend the time to listen to people. The thing is that you do this with your friends already, you do this with people, and if I said, hey, do you want to go to the movies tonight? And they said no, I'm like oh, what you doing? What's going on? Lets go next week, or we decide when we want to do that. It's how you interact with friends. This isn't a new skill for you, you just have to sort of apply it in the situation and be calm enough to do that. And then again, you'll leave and you won't feel burnt out on these kind of sales.

If you ever feel burnt out on it, it's often because you're getting so stressed about it, and I know it's hard because for some of you guys it's new and you're stressed about the closing rate and I realize that's hard. As you get better at this and you try to just relax and let the thing take a little bit longer and have a conversation, it will just be a lot easier on you. And think about it like people.

Stephen Oliver: Yeah, think about them like people. Pretend they're people. Occasionally they don't seem like it.

Speaker 1: That's true.

Andre Ogle: One of the things that I do, I had a small additional layer to that because, I'll describe to you the program here, I'll tell you if you qualify, okay. Over here we have two past the black belt, this is so you know. I'm kind of condensing what I say. Of course if you get qualified over here, you go from the trial program to the employer program. It's a higher cut time [inaudible 00:49:32] to us and also a higher tuition. I'm kind of prepping them in advance.

Speaker 1: No, no.

Andre Ogle: The reason why I do that, is because when it comes down to upgrade they say, its more money? For leadership?

Speaker 1: No, no.

Andre Ogle: Who's had that here? Everybody's had that.

Stephen Oliver: No, no, no, don't do that in the enrollment conversation. Now what you're doing is you're over complicating it. And you're telling me about this program, this program, this program, two different layers, a different amount of money. Now I'm asking, well how much is that? Well, I mean, we don't want to get excited now if we're not going to be able to afford it then. You end up going down that path if you're not careful.

Andre Ogle: But that happens though.

Stephen Oliver: It does happen.

Andre Ogle: So not then, so now they've enrolled and maybe they're excited to upgrade, and they're like, it's how much? I thought ...

Stephen Oliver: It's just 50 dollars, it's just 100 more, it's just 200 more.

Andre Ogle: Maybe it's me.

Stephen Oliver: No, no, no, it does happen. Don't get me wrong it does happen.

Speaker 1: I'm sorry sir, doing it then doesn't help it. Doing what you do earlier doesn't actually resolve that problem, it just makes it harder to do the enrollment based on [inaudible 00:50:44]. So it does happen, but that solution isn't the best. The best solution to dealing with that is number one, making sure you always schedule your progress checks and your followups, let them know what's coming. Don't tell them you're going to ask them for more money because it's not necessary to. Because sometimes you don't, because they didn't come in to any classes, or they only came in once, and we're not ready to upgrade. The other thing is, making sure they get a lot of new material as they go through so that they are really acclimated to know that we are going to be talking to them about leadership and this is something coming up. People aren't stupid, they know if they're going to do something different there's a charge.

Andre Ogle: I get it, they're not stupid people. People who I don't prep like that, they say, what? It's how much money? You didn't tell me that in the beginning. I get a lot of blow back, push back and pissed off people.

Connie: We do, in our intros we do compare the two programs, we don't go into tuition differences at all, but we do compare the two programs so they can look forward to leadership, and you can see when they're side by side, that this program has so much more, so I don't think ... we're getting other objections and other issues, but we're not having any issues when we're talking to people about leadership, they're not surprised there's a rate increase.

Stephen Oliver: I would say it differently. Keep it simple stupid, don't go too far and too complicated to the point of [inaudible 00:52:06]. Now if you want to have the exact conversation you have, you can do it one of two places, you schedule them for the folder conference, you're going to go over all that, and then you pull out the same sheet and you explain. Now, as we talked about before, Joey's seven now, he's going to be 11, what we're going to do it, that's what this is, we're going to do an evaluation process and that's going to go over the next couple of months, see if he qualifies. If so, we have a couple different ways to get there. Through the process, and the tuition tends to go up a little bit when you get to there.

That's fine, are you going to have people who say I didn't know it was going to be more expensive? Sure you are. Are you going to have people say, I didn't

know we had to sign a one year contract? Sure you are. What are the two things they ultimately object to? Time and money. Almost everybody's going to make some comment about one or both. Right? The one's who don't sign are the ones who didn't want to pay that much more money, or they didn't want to commit for that long, right?

I'll have people say, well my last two renewals, didn't do it because it was too much money, okay. Is there more to that than that? Then usually it's because people are afraid they're raising their prices. Well, just out of curiosity, the last 10 that didn't do it, why did they not do it? Well, what do you mean? It's time or money, what was their excuse? You know what I'm saying?

Speaker 1: It's relevant to tell, I like the story about that guy, what was it? San Diego? Coronado?

Stephen Oliver: Oh, Meiko.

Speaker 1: Before you say that though, let me say something about complexity in the sale. If you really wanted to think through the process, how much are they going to spend in martial arts? They might decide they like to compete, they might decide, to get to black belt, they have to pay money to come. In anybody's program they have to pay for all sorts of stuff. They might pay \$30,000, would you say it, your first intro? You know if you really like this and you're going to continue it's going to be this much, and this much, and this much for hotels, if you like to go to tournaments.

Stephen Oliver: [inaudible 00:54:23]

Speaker 1: How much do you all spend in martial arts? Like \$100,000 each, right?

Stephen Oliver: Probably more than that.

Speaker 1: I was being nice, but would you say that? Of course not. That'd be crazy. So over inflating, here's all the stuff coming up is kind of irrelevant and it's not easy for them to make decisions, it makes them harder. So you're making them much, much harder on yourself. And it's not going to help the problem.

Stephen Oliver: If you're convinced you want to say exactly what you said, that's fine, have them give you the credit card. Sign the agreement, and then give them the agreement. And then explain one step further, 45 seconds after they've got their copy of the agreement signed and they have the credit done.

Speaker 1: My opinion is, it's not necessary.

Stephen Oliver: No, I agree.

Speaker 1: I think there's something else happening. If you're getting a lot of that and it's really severe.

Stephen Oliver: Notice what I said, if you insist upon saying that.

Speaker 1: Fair enough. Okay. But I wouldn't give that ...

Stephen Oliver: Now, we say almost what you said. Is at the folder conference, and we have a little sheet that goes in there, somewhere, I don't know what it looks like, but we're saying, now, just to reconfirm, you know you enrolled about a quarter of the way into black belt right now, we're going to evaluate and look at committing to training to black belt and beyond. We have a couple different programs, we have leadership program and we have as a fall back, black belt or master belt. And there is a tuition difference in that.

Now why is there a tuition difference? Well, we come more often, the classes are more substantive, the value is higher at that level. There's all kinds of reasons. It's not just that we raise the price, right? So, when somebody says, oh my god, I didn't know it was going to be more than that. I say, look, it's like the difference between going to a private kindergarten and going to a private college. As you go up, it's a more valuable, more substantive program. It's really no different than it might be in any way, shape, or form. It is why we have the leadership program but then we have a second alternative if it's just too much of a stretch. Right?

People are only going to object to time or money. So, don't freak out about either one.

Speaker 1: By the way, what I'll also say if tends to when you're doing the enroll process about that risk, talk more about that in keystone, but if you're doing a good job, just like in the intro. If you do a good job of the first part in the lesson and all the other stuff, the objections are much less frequent and much less severe. So, same thing for the upgrade. So if you do a really good job of building value, and talking about when they're a black belt how it's going to matter for their kid and if you do all that, it's a really big picture and then you say it's \$100 more, \$200 more, it's not a big deal. They realize because it's such a big deal, what the program was, well of course there's another cost increase. When they get to the renewal or the upgrade and it feels like they're just getting extended, they're just going to do karate longer, it's not really that much different. Then they're going to say, well why is it more money?

So the question is, it's not that you're ... and not to be continuing to get on this but, when we get to these objections, I always want to ask myself is, did I do a good enough job earlier, because in almost all cases my staff will ask me, you know I really need to have help overcoming objections.

Stephen Oliver: What's the glam, bam ...

Speaker 1: What's the magic words to say? We got a lot of really good things to say, and I don't mind training on that. We role play on that all the time because a lot of times that's where their stress level is. Their stress is when they get to money. So we train on the money stuff a lot just so I can relieve their stress and they get their tone right and everything. But very often the real issue is earlier. They missed a whole bunch of stuff and when I ask them they say, yeah I did all of that. Okay. Do it right now. And then inevitably it's like a disaster.

Stephen Oliver: The answer.

Speaker 1: So when we kind of walk through that, I know you had a question over there.

Stephen Oliver: But what I will say on that, is that I very much want to refrain this is four years, this is six years, this is ongoing. The enrollment is a trial. A portion of that we're going to evaluate and see if he qualifies. Because otherwise you can set them up to think, we're going to talk again in a year, right? And so if you don't use that kind of language. Sometimes we're so excited to get a year contract that we're not really getting them to think right about the overall program. Right?

The more you get into different nuances and durations of money and all that stuff, the more they start to try to calculate in their head and they try to figure it out, and then they get confused, or they start asking questions and you don't want to start going down that rabbit hole, and it can spiral out of control. Right?

Speaker 1: And I think one thing you said, one of the things you just said before that people need to write down and underline is this process is not about getting a one year contract, or getting them to 297 or 197, that is not the process. The process is getting them really committed to a very substantial program at a high level, and at a higher price. But to black belt, to second degree black belt, and beyond. That really is ... and these are the words we say, these aren't sales words, these are what we're actually trying to do, so the intro is not, it's the moment they walk into school. That's what the purpose is, it's about being a black belt, and what black belt's going to mean to them and how it's going to matter in their life.

So that's what we have to think, and if you do that then. The guys that get a basic sale and pat themselves on the shoulder, that means nothing to me. What matters is if their upgrade rate's low. That's where some people that we have, have a lot of trouble following it up, and doing the rest of the process. If you start understanding that the future is just one step in the process, that really [inaudible 01:00:23] role in leadership, and become a black belt really, not just a enrolling but actually become a black belt, maybe become an instructor someday. Then it starts to make a little bit more sense that I should be really

nervous if I get all these basics floating around and I haven't talked to them about upgrading quick enough.

I should be really nervous if they're not really thinking about being a black belt. I should be really nervous if my instructors aren't having terminology about you guys becoming a black belt. When are you going to test for black belt? I asked some of the ETA guys because I know when your dates are. I was like when are you going to test for black belt. Where's [inaudible 01:00:54] there he is. I asked you when you were going to test for black belt, or for fifth degree, right? Yeah did you tell me?

Speaker 3: Yes.

Speaker 1: When is it?

Speaker 3: World championships.

Speaker 1: This year?

Speaker 3: Next year.

Speaker 1: Next year okay. I mean I do that with them. I just like naturally do that even though that's not my job, I'm not his martial arts instructor directly. So, if you start acting that way and thinking that way in this process it kind of makes more sense doesn't it. It makes it a little bit different when you do this. And to wrap here. [Caris 01:01:23] how many of those names have last names on them?

Caris: Maybe 10 of them.

Stephen Oliver: Okay, so everybody who doesn't have a last name on there is bad at following directions.

Speaker 1: Did you have a question though?

Speaker 4: They were mostly answered, I was going to inquire about, what are some ways that you could mitigate through the asking about being surprised about the raising prices. And then you said something about, if they're asking about the raising prices something else is going on. So is that kind of forgetting about some of the processes, maybe some of the checkups and stuff.

Speaker 1: It's okay for them to ask about the price. But if it's like they're pissed off then we didn't do a good job of making them feel like it was really cool to do.

Stephen Oliver: Let me have everyone on this table if your last name isn't on the sheet, fill that in and then go to here, and then go to here, so we have that.

Speaker 1: Look this whole table's bad.

Stephen Oliver: None of them can follow directions, okay. Go back 200, what I would do, starting the next conference is set the folder conference, and then do everything you just said there, not prior to the enrollment.

Andre Ogle: Right.

Stephen Oliver: If you're ancy about that do it in the enrollment conference but after they gave you the credit card number.

Andre Ogle: And I can change it, it's not a big deal to me, I'm just going on my experience, you know what I'm saying?

Stephen Oliver: No, I know-

Andre Ogle: I'm open to learning something new and ...

Stephen Oliver: It's absolutely relevant, absolutely, some people are shocked. What you want it to be is that they understand that they're only enrolled on a trial portion and that they are going to qualify. And if they qualify get accepted to the more robust ... you want them to understand that. Everything you said is fine, it's just getting into the tuition differences and so forth before they've even committed to the first level is a stretch, right?

The other thing is if you're getting people where you're pulling their last dime, out of them now, of course you're going to have problem with the renewal. They're typically, not always, but typically their finances don't magically change in three months. Right? Sometimes they do, unemployed, employed again, employed, unemployed. It changes for the better, it changes for the worse. I'm fine with you reframing everything, just don't confuse it with getting the initial enrollment done. Push it off 48 hours, or at least after they have made the, we're doing this, decision. That make sense? Okay.

To wrap up here, we're going to get kicked out of the room pretty quickly. Remember? They did that to us last year too, I think right about seven was when they said, we'll [inaudible 01:04:17] at six. Our staff all want to go home.

Yesterday, did we, in a comprehensive fashion, give you enough stuff to do, that if you're willing to set the alarm clock in the morning, and get out and go do it that you could get more enrollments than you need between now and the end of the year?

Crowd: Yes.

Stephen Oliver: Is that a yes? Who is it that answers yes? Anybody who's answer is not yes? Okay, good, good. There is a covariate, is if you sit around the school all day and putz around on your computer and [inaudible 01:05:01] pretty files and do other things rather than go market, none of this good stuff happens, right? So you got to make sure that you set the alarm clock in the morning, part of our service isn't a wake up call in the morning, we can't show you how to set the alarm on your iPhone or android if you need help. I will remind you that the biggest conversation we had was school that were under 30,000 a month, they say I'm just not getting enough students. I say, what did you do in the last two months to get more students? And they say bop bop bop. Right? They're not in a frantic constant, never ending, perpetual motion marketing their school? Right? I use the example of the Tasmanian Devil, remember that? Is that too much of a dated cartoon reference? So that's what you have to be.

Speaker 1: It shouldn't be, I don't think so.

Stephen Oliver: That's what you have to be with your marketing activity constantly. You go through and you plan your day, at the end of the day, you go to Starbucks or wherever at the beginning of the day, blank legal pad, and then you go talk to human beings. Putzing with a keyboard, whether it's with an iPhone or on a desktop, doesn't do much to generate new students. Facebook advertising is great, you can accomplish that in an hour a week, making sure you have good SEO and all that stuff, great, important, an hour a week. Now you have another 30 hours a week to market. Right? You've got to discipline yourself to batch, once a week you do that stuff, once a week you're allowed to go putz around on your keyboard, every morning at 9:00 you send an email, or every night at 9:00 you queue in for the next day, but that's it. You don't chew up five hours because it's able to chew up five hours.

You don't chew up five hours being the janitor. Does that make sense? So, the only time I see anybody that's working with us who doesn't have enough students is because they went a month and didn't do much. Right? I had a buddy, well that's nice what else? Well next month we're going to ... well, what else? You have to have a list, you have to have the [inaudible 01:07:28]. Does that make sense?

Does anybody have, not renewal but enrollment, any gap in your idea on how to make sure your intro enrollment percentages are tight after what we've gone through today? Have we hit every nuance and every thing that you could hit? Is there anything that you're missing?

Speaker 2: Question sir.

Stephen Oliver: Yes.

Speaker 2: Just something I've run into, interested to hear your feedback on it, summer enrollments, love it, everything's great, no objections. But we don't want to start this in the fall.

Stephen Oliver: Fall is here, when does school go back in session?

Speaker 2: For me [inaudible 01:08:10]

Stephen Oliver: And here it's next week. However, we have some incentive, we're giving you \$300 discount. And I can use that as leverage, and I can go back to, what's in the way? Well we're going to grandma's and we have this and we have this, I'm not sure we can get in here more than once a week between now and then. Okay, fine. Well why don't we just get started, let's just do once a week, keep his interest going, and then I'll just push out the tuition another month so you're not missing out anything. I'd rather get him a little of a taste now so we peak his interest and build his interest then get things going full boar when school gets back in session.

That's one example, but try to do something like that, where you keep getting them engaged, get them started. Have them feel like they're not wasting paying for August because that's the way they think sometimes. I don't want to pay for August if we're not going to be fully engaged. I pay just for September, that way it feels like to them, they're getting August free, no what I'm doing in practice is enrolling them, having them start the payments a little bit farther out than I might have, they feel good about it, then it's fine for us. Right?

Speaker 2: So would you take the initial investment on that?

Stephen Oliver: Oh yeah.

Speaker 2: [inaudible 01:09:37]

Stephen Oliver: Yeah, and when you actually get to it, basically I'm going to make the expiration on the agreement 13 months, start the payment a little bit longer, and it's all good. Does that help a little bit?

Speaker 2: Yeah, it's pretty much what we did. I just was wondering if there was anything else.

Stephen Oliver: I don't have any other related advice on it. I've had it where I've sat down, their good to go, their excited and we're going to go to grandma's for the next four weeks, we'll be back. Let's get them enrolled and get them started, well, we're going to Disney in the process and I don't want to max his credit card on this while we're ... sometimes you're not going to win that battle. But what you can do, is schedule the appointment for them, for when they come back. Call and

confirm, stay on top of it. Send them a post card to grandmas. You can do all that kind of stuff, right?

Speaker 2: Sure, thank you.

Stephen Oliver: So any other ... now I understand there were a lot of places today where there were language patterns and language and script. The good thing is Lann's got you covered, we got multi audio and the video, that won't take long to get there. And from last time, he already posted that enrollment conference idea. Right?

The best way if you want to incorporate anything that I said specifically is take that little beast and listen to it over and over and over again. And then sit down and transcribe it for yourself. I always find, for my staff, I never give them a written script, I always gave them the audio and said transcribe it. You know what I'm saying? Because if I give them the real script they get familiar if I make them transcribe they get it memorized. So, the way I taught at the enrollment conference, years ago, I'd give them a VHS cassette of me doing it and I'd say, I want you to do two things, I want you to transcribe this, and then I want you to memorize the transcript, and then I want you to be able to mimic my body language, pace, tone, mannerisms, in the video, to the point that I can't tell that's not me, except you're black and you're female rather than you're me. That's the only thing I want to be the difference. Does that make sense?

So, that to me is a much better approach, than, here's the words, learn how to say the words. You want them to get all the different [inaudible 01:11:50] and you'd be amazed. Frank was one of them, you can watch Frank at enrollment conferences and say, well if I wasn't looking at him, that's Steve Oliver doing the thing, because he had the mannerisms down, he had the whole bit.

Speaker 5: A friend of mine used to be a Tony Robbin's trainer. What they would do is have a screen in back and they would project it and you would have to do [inaudible 01:12:13] you'd actually have to do it in front of him.

Stephen Oliver: Yeah, that's funny. You just enrolled his national training director or something like that, didn't you?

Speaker 5: Director of events, yeah.

Stephen Oliver: Director of events. That's always fun. Everybody has gotten everything you could possibly shove into your cranium on how to do the enrollment conference sale, right?

Crowd: Yes.

Stephen Oliver: Let me leave you with one last thing. Did you guys see this watch?

Crowd: Yes sir.

Stephen Oliver: Did everybody read the chapter, the everything I wish I knew when I was 22 book. It's called the million dollar watch? Do any of you vaguely remember that? No idea what I'm talking about? Okay, well anyway that's the million dollar watch from the Everything I wish I knew when I was 22 book. Don't drop it.

The million dollar watch, meaning, I didn't pay a million for it, what it is, is a Rolex presidential. Actually that's the wrong designation it's a Rolex day date. Which means it has the date on it, it has the day, it's 18 karat gold. The president designation is the band, the reason I picked the president designation is every president back to Dwight Eisenhower's had one. If you wanted Dick Cheney do interviews, he's almost always wearing the same watch, right?

The good thing about that watch is it instantly recognizable, the bad thing about that watch is?

Crowd: The same thing.

Stephen Oliver: It's the same thing, that's exactly right. What's the ... it's not Straight Outta Compton. What's the Tupac movie?

Speaker 2: All Eyes on Me?

Stephen Oliver: All Eyes on Me. A big scene in the Tupac movie about some gangster giving him his first Rolex Presidential and the whole bit, the bad thing about it is, every damn rapper everywhere also has the same watch, right? So you have on one end Dick Cheney on the other end a rapper and perhaps made me no desire to be associated with either one.

The story behind that, if you haven't read that chapter in the book, was in the last financial crisis, that was the worst recession since the great depression. Do you know what I'm talking about? Remember Silverado? Do you remember Neil Bush, remember the banking crisis? Do you remember the real estate crisis. Does that make sense? When we had the last one, people have such a short memory and an inability to learn from it and read history that the entire country seems shocked and amazed that it happened, when it just happened. You understand what I'm saying?

I started this school, in 1983, and in 1988, '89, we had the financial crisis that was the same as the financial crisis we just had. Almost parallel everywhere. Savings and loans had been deregulated, they were doing real estate loans, real estate imploded, I bought a condo here for about 100,000 ended up being worth 45,000. Silverado bank was based in Colorado, Neil Bush was a board member of Silverado which had gone defunct and the government had to bail

them out, now I don't remember what it was, 10 billion dollars, or something like that.

So, the government said ... Does this sound familiar? See that isn't the last one, this is the one before. Right?

Speaker 1: That's why savings and loans aren't the same as they used to be, tons of savings and loans are ...

Stephen Oliver: No, but, I would like it back.

Speaker 2: I don't blame you one bit,

Stephen Oliver: But, in that period of time, I had opened five schools in 18 months, six schools in 30 months. I had, of that, \$35,000 a month in rent, 40, 45,000, maybe 50,000 a month in payroll. In today's terms, had 3.1 million a year, no that's an exaggeration. 2.1 million a year in today's terms financially adjusted. And had a year, where in real dollars, was projected to go from 1.1 to 1.3 million, instead it went from 1.1 to 750,000. So if you're projecting going from 1.1 to 1.3. Which inflation adjusted 1.3 is about four million. Inflation adjusted 1.1 is about three. It's a factor of about 2.78 inflation adjusted from that period. Does that make sense to everybody? So I had a period basically where in today's terms, lost \$800,000 in one year. Okay?

Now, any of you who think you have a short term financial crisis, my guess is it's not 800,000 a year. Right? Now, in the same period of time by the way, the gentleman who happens to be our president, had lost I think about 500 million, in the process. There's a great story, there's a video. I probably still have it. With Donald and Marla walking down the street. Have you heard this one? This is Marla's story, but Donald and Marla are walking down the street in Manhattan, and Donald says to Marla, that's wife number two, says to Marla, see that bum there? He's worth 250 million more than I am. Donald how can that be? He doesn't have anything? Yes, he has nothing, I'm 250 million in the hole. Therefore his net worth is 250 million more than I am.

He made a pretty good comeback wouldn't you say? The point of the story, the reason that, that became dubbed the million dollar watch is I went through a process where I was chapter seven chapter eleven, divorced, and 800,000 in today's dollars upside down and owed the IRS in today's dollars \$450,000. The dollar amount was 168 but when you owe them 168 in payroll taxes, what they do is add penalties and interest and all kinds of stuff. They don't have sense of humor.

For years I had in my office, I wish I could find it, the certificate for having paid that, in full, every penny. Right? I had that proudly framed, in my office. People who knew me would come in and say, why do you have that up there, doesn't

that send the wrong message? I said, no, that sends exactly the right message. Does that make sense? The point is, we deal with some of you, but we deal with school owners who have a momentary crisis point, and the world has ended emotionally, does that make sense? And almost no matter what happens to you, little things can be blown into a big deal.

Does everybody understand? We were on a video conference recently, I didn't tell any of you guys about this. We're on a video conference, live. My doorbell rings, I had the little video doorbell thing, I was expecting my third Wall Street Journal, Wine of the Month Club delivery. And they had been there four times. This is, by the way, right about the time, I had discovered that every month they were delivering me a year and a half supply at my real consumption rate. So I now have a four year supply of red wine hanging around my house. But, I go to the door and instead of it being the Wall Street Journal Wine of the Month Club, it's an IRS agent. Now, everybody has, but I have a severe, ingrown, desperate night terrors, reaction to IRS agents. So I was on a video conference with about 40 of you guys, no probably 30, and an IRS agent with his badge is standing at my front door.

Now, if you have something in your life, that creates terror to the heart of your soul, picture that, my reaction to an IRS agent. So I have an IRS agent handing me a thing that says, I forget what the number was, but basically what he was saying is, one of the companies owed \$250,000 in payroll taxes. Now, if you take the night terrors and then you add to it, him handing me a paper of what I had gone through in that period of time. You could imagine what my mental state was. Wasn't great.

He says, do you have a moment to sit down, I said well actually, I have people from all over the country on a video conference downstairs, Master Moody is filling in for me. And you have to picture this, he's walked up to the house, the garage is open, the Porsche 911 is in the garage, the Mercedes is in the driveway, and right behind him is the UPS guy with the Wall Street Journal Wine of the Month Club thing, literally while he was at the door, the guy said, I have your wine shipment here. It's an interesting picture right?

I traced it back to when I acquired Napa, we were doing employee leasing, we didn't have, actually, they weren't actually employees, a third person company. And the IRS had tipped off that there should have been a payroll report filed. Which was filed by the other company, but they didn't know that. So they were trying to charge me a quarter of a million dollars for something that was paid, was filed. However, it took me a month to figure it out.

So, I had a month of reliving the night terrors of the IRS, trying to figure out why this guy's at my door, because, and I told me, I said, been there done that before. I will never be there and do that again. I know that I don't owe a penny, I know that everything has been done properly. I just don't know how, because I

really wasn't involve in doing it, right. That was happening in Florida, I was here. I had nothing to do with it. So, the next time you have the sewage backing up, and the school is closed for a month, it's not the end of the world. The next time, you have the employee did something that hits the newspapers. It's not the end of the world. The next time, I had literally the same day, caller that we used hit my credit card for \$2,000 that should have been \$200, right?

So, the next time somebody over billed you and somebody's paycheck bounced, it isn't the end of the world, right? In any type of financial crisis, there's only one solution. If you add another 100 student's at the right price point, any problem created by a lack of money, gets solved immediately by abundance. Does that make sense to everybody?

Number two, in your life as a business person, there are going to be real, other people's agenda and imaginary crisis. Sometimes it's hard to tell them apart. Does that make sense?

Crowd: Yes Sir.

Stephen Oliver: For me, for a month, I thought, a quarter of a million dollars, how could that possibly be true? I know that I would never let that happen the second time. I mean it's bad enough to be stupid the first time, it's really bad the second time, I know that could never happen. But you have no idea how difficult it was to figure it out.

I called Toby, I said, Toby, how could this be true? Well I don't know. He couldn't figure it out. Finally, he found a loose piece of paper that had the HR decisions. Bob you remember this, where's Bob. The HR decisions. I told you the whole story. We tracked them down and I said, well, you guys were handling this, where's the payroll report. And he went through, and he made a nonchalant comment, he said are they looking for it under your employer ID or our employer ID? What do you mean? Well it would have been filed under our employer ID it wouldn't have been any filing under your employer ID because technically the 15 people weren't employees of your, you were paying us a check, we were taking care of everything, so it's filed under your employer ID. Really? I'm so happy.

I've had a lot of conversations where after the first financial crisis, the Neil Bush era, that period. With only one exception I can think of, the only one exception is night terror dealing with an IRS agent. Right? I am completely immune to anything in the world to phase me, extra \$200,000 missing from the account, I'll figure it out. Extra \$5,000 somebody double charged me, oh my God, we have a \$5,000 charge back, nothing phases me.

[inaudible 01:25:41] always tells me I have the patience of a saint. But that's the one place where I still have night terrors. I don't want those guys ever back in

my life, I don't want to ever have to deal with them, I don't ever want them to be right. Does that make sense? But the story of the watch, the story of the watch was, in today's terms, being down 6 to \$700,000 and knowing, goal setting, one thing or another, being in chapter 11, being in chapter seven, being divorced. I said, what goal could I possibly set for myself that would be big enough that I'd be excited about it, but small enough it's believable.

I said, well, I just had to sell the house, how about the house, it was not believable that I could be back there in six months. How about, what car do I want. I want a Porsche. It's not believable that I could be there. A watch, it was believable. Right?

Now, this sells today for \$35,000. When I bought it at the time it was about nine. But that was believable, so I went down to the jewelry store, Helzberg Jewelers. And I said to them, do you have a lay away plan? They said yeah. I said, well how much is that watch? \$11,000. Well you can do 15-20% off of that, can't you? So I negotiated 20% off at the chain jewelry store. And then after I negotiated from 11 to 8,500 I said. Now, if I put it in lay away how long can you keep it in lay away? They said, we can keep it in lay away as long as you want, as long as you're paying on it. I said, well how much do you need me to pay on it? They said \$500 a month. So I gave them \$500 and I had this watch on layaway.

That was in January. The thing was we had just done 750,000 the year before, my deal was I couldn't take it out of layaway if we didn't break a million. Right? So we had to be up a quarter million dollars. I went down and I got the watch on November 1st, because we had broken a million. Does that make sense? And frankly I don't even like the watch that well, truth be told. It just has so much sentimental value that I could never possibly bring myself to sell it. But it's always a good anchor, because every time I talked to somebody who has some little ripple, if they haven't had a comparable in their live, they freak, right?

Have you ever had a student, you took them to a tournament, they got punched in the nose and suddenly they felt like they couldn't possibly win? Have you ever had that? All of you guys have had, not all, but many of your guys have had some kind of little crisis in your life that you call us in a panic and it's like, okay well block next time. Right?

The guys punch you at your nose, you go like this, you go like this, you can hit first. Any of those things works. Why are you freaked out? Well he hit me. Yeah, shit happens. Right? So, keep in mind, that number one, the value you have with us is, there's nothing that you've been there, done that, that we haven't been there done that and helped other people solve it. In many cases the financial crisis you have, we've added a zero to. Does that make sense?

So, the other thing is, when shit happens, don't get caught up emotionally in the moment. Take a deep breath, step back, say to yourself, what's the worst that

could happen? What's the best way to deal with this? What's my next step in dealing with this? If you don't know what the next step is, schedule an appointment, talk to us, discuss it on Facebook group, bring it up at the next meeting, it's only a few days away. And we'll solve it. Does that make sense?

Crowd: Yes sir.

Stephen Oliver: But what could be a crisis. Landlord gives you two weeks to be out. Somebody was talking to me recently, they had a plumbing leak and it was a big problem and they were all stressed out about it, I said, I can top that one. They said, well, what do you mean. Well we had a school, U shaped, the fuse box was in the back, you couldn't just have a switch there, I was walking back to do the fuse box, suddenly realized I was in water up to here, and it kept getting deeper as I went further back. Got to the fuse box, turned it on, and realized I was standing in raw sewage. The entire shopping center's raw sewage, had backed up into our space, and backed up into our space. Right? So the pipe's leaking, don't freak out. And here's the rule by the way. If a pipe breaks it always breaks over the computer that hasn't been backed up to [inaudible 01:30:37]. Right?

Speaker 2: Murphy's law is real.

Stephen Oliver: Murphy's law is real.