# G R A N T C A R D O N E HOW TO MAKE ON THE PHONE

GRANT CARDONE



## Wrong Call

- I am Joe Leisure from Grant Cardone's offices
- We are the leader in sales training getting 20-50% increase in sales results
- I would like to meet with you to discuss how our company can benefit your company
- Can I get a time this week to show you what we can do for your company





## **Right Call**

- 1. This is Joe from Grant Cardone's office
- 2. Mr. Cardone asked me to call and give your company a tool he created that has increased sales at companies like yours by as much as 40%.
- 3. To be sure I can help your company tell me;
  - a. How many sales people do you have?
  - b. What are the two biggest recurring problems you experience with your sales people?
  - c. If I could accomplish 1/2 of what I have stated would you make time to see me?
  - d. Other than yourself who else would need to see this tool in order to understand how to use it?
- 4. When is a when I can get your full attention for about 18 minutes to demonstrate the product and your sales team benefitting from it.





#### **The Telephone**

- 1. The telephone was first used to save time
- 2. Average person makes 8 calls a day/250 calls per month
- 3. 3 billion calls per day in USA
- 4. More mobile than fixed lines (96/100 vs 47/100)
- 5. 92% consumers use phones to inquire about a purchase
- 6. 85% express dissatisfaction in phone call

" The most powerful business device in human history." – Grant Cardone



#### **Telephone Facts**

- 92% of all customer interactions happen over the phone.
- 85% of customers report being dissatisfied with their phone experiences. Source Salesforce

"If you aren't willing to get rid of the bottom you can't ever move the rest." - Grant Cardone



### **Cold Call for Real Estate Listings**

- 1. This is Joe from Remax in Miami
- 2. The reason I am calling is we have buyers actively seeking to buy ½ acre lots in the 33141 zip code
- 3. To be sure I am not wasting your time let me ask you ?
  - a. Does your property qualify?
  - b. Is there a reason you haven't listed your home (or didn't sell it) already?
  - c. If you got a substantial premium to market would you sell your home?
  - d. Other than yourself who would be involved with this decision?
- 4. Would you make time for me tomorrow to meet with you?
- 5. Would there be any reason you wouldn't be able to show up?



### **Cold Call for Roofer**

- 1. This is Joe from with Roofie Roofer
- 2. The reason I am calling homes in your area have been damaged by a hail storm last year and may qualify for free repair.
- 3. To be sure I am not wasting your time let me ask you?
  - a. When is the last time you made hail damage claim?
  - b. If you discovered there was damage and it was covered would you want to have it repaired?
  - c. Would you like to take advantage of free inspection while I am in the neighborhood if I can get it scheduled?
  - d. Other than yourself who would be involved with this decision?
- 4. Would you make time for me tomorrow to meet with you?
- 5. Would there be any reason you wouldn't be able to show up?



### **Cold Call for Chiropractor**

- 1. This is Jill from from Doctor Magic's office.
- 2. The reason I am calling Dr. Magic wants to provide you with a free check up.
- 3. To be sure I am not wasting your time let me ask you?
  - a. When is the last time you had an adjustment?
  - b. If Dr. Magic could fix one thing with your body what would it be?
  - c. If we could show you a solution that would handle this permanently would you be willing to invest a 20 minute appointment each week?
  - d. Other than yourself who influences the decision with your health?
- 4. If I could get you in today would you be able to make time later today?
- 5. Would there be any reason you wouldn't be available at that time before I check availability?



### **Cold Call for Red Fish**

- This is Grant you don't know me and I am not here to sell you anything.
- The reason I am calling is I am returning from off shore and we caught over 200 lbs. of fresh redfish – the business across the street said to show you what I caught.
- 3. To be sure I am not wasting your time let me ask you?
  - a. Do you eat fish?
  - b. Do you even have a place to store 20 lbs.?
  - c. Other than yourself who would be involved with this decision of picking out your choice select?
- 4. I am giving away the fish in order to raise money for my kids college fund /would you want agree to take 20 lbs. or all 200 lbs.



#### **Door-To-Door Solar Sales**

- 1. My name is Jill with Solar Savings you don't know me.
- The reason I am calling is your neighbor (name) suggested I come see you - they were lucky enough to qualify to have their electrical bill lowered and we have four more homes we can assign to the neighborhood.
- 3. To be sure I am not wasting your time let me ask you?
  - a. Have you ever considered alternatives to reduce you electrical bill?
  - b. If you could fix one thing about your bill what would it be?
  - c. If I could show you a solution that would handle achieve at 25% savings would you take the time to look at it?
  - d. Other than yourself who influences the decision when it comes to money?
- 4. If I could get you in today would you be able to make time later today?
- 5. Would there be any reason you wouldn't be available at that time before I check in with the home office to check my availability?



### Why You Hate the Telephone

- 1. Everyone wants to go to heaven but no one wants to die.
- 2. I want to have a six-pack but don't want to put in the time.
- 3. Everyone wants to be the boss but won't go out on their own.
- 4. Wants to be a millionaire but won't spend \$1000.
- 5. Cause you're good at adding and bad at multiplying
- 6. Most people don't value your time.

"People hate cold calls because schools, parents, churches and media has you so screwed up your every decision is to contract rather than expand." - Grant Cardone



### **Types of Calls**

- 1. Cold
- 2. Warm
- 3. Hot
- 4. Inbound
- 5. Outbound Cold
- 6. Outbound Ad response
- 7. Outbound Lead response
- 8. Outbound Referral calls
- 9. Door to Door





### **The Cold Call defined**

The solicitation of business from potential customers who were not anticipating such an interaction. Cold calling is a technique where a sales person, technician or service person contacts individuals or businesses who have not previously expressed an interest in the product or services being offered.

Cold calling typically refers to phone calls but can also entail drop in visits, such as door to door.





#### The Cold Call defined by Grant Cardone

"The beast makes the cold call while the excuse makers scream and cry."

- Grant Cardone



#### Warm Call Defined

Warm calling refers to calling a prospect with whom you've had some prior connection between yourself and the prospect.

#### Warm calls could come from:

- Industry events
- Previous sales call
- Referral
- Appointment
- Internet lead
- Response to an ad



"Obscurity is the single biggest threat to your business – get everywhere!" - Grant Cardone



### Warm Call Warning

I have personally made what was defined as warm call whom agreed to a solid appointment where the decision maker knew nothing about me or why I was there resulting in me having to handle this apparent warm call as a cold call.



"If you are in any doubt about the temperature of the call you are best to treat it as cold and start over." Grant Cardone



#### **Hot Call Defined**

Prospect has called or raised hand and said, "I want the product when can we schedule a time to show it to my people?"



#### Who Makes Cold Calls

- 1. Start ups
- 2. Sales organizations
- 3. Direct Marketing & Network marketing groups
- 4. Job search
- 5. Inventors and Technology
- 6. Agents entertainment, sports, celebrity, PR, promoters, deal makers
- 7. Real Estate Industry buyers, sellers, brokers, syndicators
- 8. Investment Funds
- 9. Fund Raisers
- 10. Professional Community Bankers, Lawyers, Accountants, Politicians
- 11. Doctors, Chiropractors, Dentist, Salon Practitioners
- 12. Service industry Landscapers, Roofers, Plumbers, Contractors



#### **Success Motto**

#### "Those willing to do the things others won't do, create the life they want, but don't yet have." - Grant Cardone



## The Cold Call

The willingness to call those not yet know is one of the great traits of highly successful entrepreneurs and business people willing to contact and get meetings with people they don't yet know to get where they have not yet gotten. GC



### **Benefits of the Cold Call**

- 1. Cost effective 6X direct mail or advertising
- 2. Saves time
- 3. Pre-empt & dominate the competition
- 4. Identify & create business opportunities
- 5. Crash through obscurity
- 6. Build your personal reputation
- 7. Establish new relationships
- 8. Empowers you

"You will not advance your career or business without making a cold call at some point." - Grant Cardone



### **Cost Benefits of the Cold Call**

"Average cost of customer contact using a telephone to make a sales calls is \$33.11 per call and the average cost of a field sales calls is \$276.48 per call."

Salesforce

"The idea that you are more effective in person doesn't not mean that you wouldn't use a telephone to be more effective in person." - Grant Cardone



# FACT

#### First caller gets 50% of the market. Last to call gets the rest.

"If you aren't first you are last, and if you can't be first make sure you are last." - Grant Cardone

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#### The Always of a Cold Call

- 1. Honest transparent and straightforward
- 2. Be Interesting and be interested
- 3. Believe you can make a sale on every call
- 4. Identify and solve problems
- 5. Be logical & structured
- 6. Be Respectful
- 7. Be Enthusiastic
- 8. Be Memorable
- 9. Be Entertaining
- 10. Be Credible using third party information

"If you don't have always you end up with nevers." - Grant Cardone



#### **Primary Purpose of The Cold Call**

# Close a Sale

"The ultimate reason to make a cold call is to sell your offer and get it exchanged for money." - Grant Cardone



### **Secondary Purposes of The Cold Call**

- 1. Identify decision makers
- 2. Identify influencers
- 3. Determine what is needed
- 4. Create interest
- 5. Get an appointment
- 6. Get contact information for follow up
- 7. Move from cold to warm
- 8. Add to your pipeline



### **Preparing for the Cold Call**

- 1. Do the math Cardone call calculation
- 2. Build a list
- 3. Research / investigate the list
- 4. Look for personal connections
- 5. Build script
- 6. Anticipate objections
- 7. Get calling
- 8. Take good notes store data
- 9. Follow Up





### **Cardone Call Calculation Worksheet** <sup>™</sup>

1.	Annual desired income	\$344,000
2.	Divide by commission per sale	\$1,000
3.	Number of Sales	344
4.	Divide by Closing Rate (Direct Mktg Assoc)	6%
5.	Number of Contacts	5,733
6.	Divide by number of days worked	300
7.	Total Contacts per day	19.11
8.	10X Rule	191 calls per day

"If you never do the math you can never get rich." - Grant Cardone



#### **Cardone Call Calculation Worksheet** <sup>™</sup>

1.	Annual desired income	\$
2.	Divide by commission per sale	\$
3.	Number of Sales	
4.	Divide by Closing Rate (Direct Mktg Assoc)	
5.	Number of Contacts	1 - 7 -
6.	Divide by number of days worked	
7.	Total Contacts per day	- the second second
8.	10X Rule calculation x 10	

"If you never do the math you can never get rich." - Grant Cardone



#### **Define a contact**

- 1. Talk to decision maker
- 2. Leave voice message with decision maker
- 3. Speak with gate keeper
- 4. Leave message with gate keeper
- 5. Speak to influencer in organization
- 6. Leave message with influencer





#### Calculate the value of each call

Annual desired income Total number of annual calls Value of each call 10X Rule Calculation /10 \$344,000 5733 \$60.00 per call \$ 6.00 per call

"If you never do the math you can never get rich." - Grant Cardone



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#### Calculate the value of each call

Annual desired income Total number of annual calls Value of each call 10X Rule Calculation /10

"If you never do the math you can never get rich." - Grant Cardone

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### **What determines YOUR Calculation**

- 1. Qualified able buyers
- 2. Talking to Decision makers
- 3. Presentation Skills
- 4. Sales Skills
- 5. Negotiation Skills
- 6. Closing Skills
- 7. Follow Up Skills



"10x double my income and I've increased my income 45% heading towards the 200's soon."

- Rick Montilla

"How much time and energy you invest in your skills will determine the out come of your success." - Grant Cardone



### **Building a list**

- 1. Sold customers
- 2. Servicing customers
- 3. Lost customers
- 4. Orphaned customers
- 5. Unsold customers
- 6. Move outward
- 7. Referrals
- 8. Buy list USData Corporation, Sales Genies, GoLeads
- 9. Social Media Groups







#### **Pre-Call Investigation**

- 1. List of common problems your customer will pay to solve
- 2. Seek out personal connections
- 3. Search for media coverage of the prospect
- 4. Check out prospects website
- 5. Search social media pages for inside info



"I sold over a half million dollars in sales last year in fireplace repairs...in Los Angeles where it is hot almost year round."

- Aiden Angeli

#### HOW TO MAKE ON THE PHONE

#### SHARE facebook twitter

#### Attitude

- 1. Believe you can sell anyone
- 2. Believe your product is worth 10X
- 3. Willing to call back until someone dies
- 4. KNOW your pitch cold
- 5. Everything to gain nothing to lose
- 6. Believe you are lowest price/best value
- 7. Treat everyone respectfully
- 8. Never depend on one call




# **Parts of the Call**

- 1. Greeting (one name only)
- 2. Reason you are calling and Big Claim
- 3. Qualify the lead
  - a. Recurring problem
  - b. Magic problem
  - c. Money Question
  - d. Decision makers
- 4. Appointment
- 5. Close



"Grant Cardone's materials changed my perspective and my routine."

- James Garlin



# Nail the First 20 Seconds

- 1. Who are you
- 2. WIIFM
- 3. Why are you calling them
- 4. Where did you get their name
- 5. What's in it for the buyer
- 6. Check the trust



# **Elevator Pitch**

- Can I have your full attention for 20 seconds
- I am going to show you a product that will increase your sales 40% guaranteed
- If want I am saying is only ½ true are you the person to make a decision on a \$40,000 investment
- What is your cell number or where can I text you some information?
- Will you make time to see me later today?

"If you can't sell your offer in 20 seconds you don't know your pitch." - Grant Cardone



# **Structure of Outbound Cold Call**

Greet	This is with			
Reason	The reason I am calling is			
Qualify	To be sure I am not wasting your time let me ask you? Do you qualify? What are main issues? Why have you not done this already? Magic question – If I could even ½ of what I have promised			
DM	Other than yourself who would be involved with this decision?			
Appt	Would you make time to meet me later?			
Write	Do you have pencil handy. Write this down.			
Lock Close	Would there be any reason you wouldn't be able to show up?			



# **Structure of Outbound Warm Call**

Greet	This is with			
Reason	The reason I am calling is your name was given by or you entered your information on our website last night expressing an interest in			
Qualify	To be sure I am not wasting your time let me ask you? Do you qualify? What are main issues? Why have you not done this already? Magic question – If I could even ½ of what I have promised			
DM	Other than yourself who would be involved with this decision?			
Appt	Would you make time to meet me later?			
Write	Do you have pencil handy. Write this down.			
Lock Close	Would there be any reason you wouldn't be able to show up?			



# **Cold Call for Service Provider**

- 1. This is Joe from with XYZ Website Developer
- 2. The reason I am calling there is a strong possibility my company can show you how to increase conversion rates on your website by 500%
- 3. To be sure I am not wasting your time let me ask you ?
  - a. When is the last time your website looked at conversion rates?
  - b. If I could just do ½ of what I claim and get you higher conversions would you invest money to increase conversions ?
  - c. If I could deliver the kind of results I am talking about would you be willing to invest money in your website?
  - d. Other than yourself who would be involved with this decision?
- 4. Would you make time for me tomorrow to meet with you?
- 5. Would there be any reason you wouldn't be able to show up?



# **Cold Call for Personal Trainer**

- 1. This is Jill from from Get Fit Quick
- 2. The reason I am calling is you requested information on getting fit and won a free workout consultation
- 3. To be sure I am not wasting your time let me ask you ?
  - a. When is the last time you worked out?
  - b. If you were to magically fix one part of your body what would it be?
  - c. If I could show you a proven solution that would handle this permanently would you invest 20 minute each week?
  - d. Other than yourself who influences the decision with your health?
- 4. If I could organize a session today would you be willing to make time?
- 5. Would there be any reason you wouldn't be available at that time before I check availability?



# **Cold Call Realtor Find Off Market Deal**

- 1. This is Tyler from Cardone Acquisitions Multi Family Group
- 2. The reason I am calling is my owner is interested in buying 2500 units in markets you are currently in
- 3. To be sure I am not wasting your time let me ask you?
  - a. Do you own properties that are 200 units or larger?
  - b. Have you ever sold properties without going to market?
  - c. If you got a substantial premium to market would you consider selling some part of your holdings?
  - d. Other than yourself who would be involved with or influence this decision?
- 4. Would you make time for me tomorrow to discuss further?
- 5. Would there be any reason you wouldn't be able to show up?



# **Notes On Appointment**

- 1. Do not commit to availability offer as a possibility
- 2. Always offer today as first choice if I could make time available would you make time today?
- 3. Always offer alternative times once you get a day available
- 4. Do not interject a time let prospect pick.
- 5. Always lock the appointment would there be any reason you couldn't make it on that day
- 6. Confirm the appointment the day of with a text
- 7. Never make the prospect wrong for being a no show.

"Solid appointments with the right person improves your ability to close the sale from 10% to 67%." - Grant Cardone



# **Door-To-Door Solar Sales**

- 1. My name is Jill with Solar Savings you don't know me.
- The reason I am calling is Your neighbor (name) suggested I come see you they were lucky enough to qualify to have their electrical bill lowered and we have four more we can assign to the neighborhood
- 3. To be sure I am not wasting your time let me ask you?
  - a. Have you ever considered alternatives to reduce you electrical bill?
  - b. If you could fix one thing about your bill what would it be?
  - c. If I could show you a solution that would handle achieve at 25% savings would you take the time to look at it?
  - d. Other than yourself who influences the decision when it comes to money?
- 4. If I could get you in today would you be able to make time later today?
- 5. Would there be any reason you wouldn't be available at that time before I check in with the home office to check my availability?



# **Notes on Door-To-Door**

#### Create distance

- Physical
- I am not here to sell you anything
- I will be gone in 60 seconds
- Reason I am calling must be very tight and benefit
  - use a familiar name if possible
- Qualify and Create exclusive
  - So I don't waste any of your time let me ask
  - Would you like to save 25% on your electrical
  - If I could save you ½ of that are you the person





# **Tools of the Trade**

- 1. Mirror
- 2. Camera
- 3. Reason Written out
- 4. Full Script
- 5. Timer
- 6. CRM
- 7. Good Notes
- 8. Form to record key data
- 9. Social Medium
- 10. Google Searches
- 11. Help List
- 12. Manager available



"I signed up for #cardoneuniversity and made \$250k last year as a result of @GrantCardone books, seminars and products." - Tim Brooks



# **Cold Call Objections**

- Not Interested
- Spouse stall
- Let me think about it
- Leave me some information
- Don't have time
- Budget objection

- Price objection
- Never make a rash decision
- It's a bad time

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- Too much money
- Let me try it for awhile
- Didn't use the last time I bought something like it

"You can't get from no to yes without going through maybe." - Grant Cardone



# **Objection Strategies**

- 1. Listen
- 2. Acknowledge
- 3. Isolate the objection
- 4. Move in the direction of the objection
- 5. Justify (make sense of your offer)
- 6. Close



"You can't get from no to yes without going through maybe." - Grant Cardone

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# **Advanced Tips**

# The best times to make calls is between 10am and 2pm

31% of all calls occurred in those times result in 52% of the appointments.

Lampertz Study



## **Advanced Tips**

# What percentage of what I have said do you believe?



## **Advanced Tips**

# If I could prove ½ of what I have said would you make time for me?



## **Advanced Tips**

# Texting the client during the call will increase your chances of getting an appointment by 500%.

33% execs say they are still referencing information from their mobile devices when a purchase decision needs to be made. (Forbes)

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## **Advanced Tips**

# Text messaging can increase sales conversion 328%.

Leads360



## **Advanced Tips**

# **Do I have your attention?**



## **Advanced Tips**

# Always Always Always leave a message.



## **Advanced Tips**

# You must get frequent before You will ever get great.

"There is no possibility of getting great at anything without getting frequent first." - Grant Cardone



## **Advanced Tips**

# Look for other influencers

In a firm with 100 – 500 employees, an average of 7 people are involved in most buying decisions Gartner Group



## **Advanced Tips**

# **Turn Prospect for Discovery**

The reason I am calling is to ask why you haven't bought our product yet?



## **Advanced Tips**

# Responding within 5 minutes of inbound call or reach increases closing ration 9X

"Speed kills in driving ads but when following up speed builds trust and credibility with your prospect." - Grant Cardone



# **Tips on Leaving Messages**

- 1. Never leave number different than calling from
- 2. Always text in combination with VM
- 3. Always follow up VM with email
- 4. Always talk to someone
- 5. Send handwritten letter
- 6. Send a gift

"Disregard the fact that your messages are not being returned and keep calling." - Grant Cardone



# Gate Keeper – person that controls access to something.

- 1. Be respectful
- 2. Send thank you letter
- 3. Send a gift
- 4. Always leave a message
- 5. Treat the gate keeper like the buyer

"The gate keeper is many times more important than the decision maker." - Grant Cardone



# **Follow Up Facts - The Holy Grail**

- 1. 2% of sales are made on the 1st contact
- 2. 3% of sales are made on the 2d contact
- 3. 5% of sales are made on the 3rd contact
- 4. 10% of sales are made on the 4th contact
- 5. 80% of sales are made on the 5th -12th contact

*"It takes commitment to follow up when all others have given up and the customer refuses to call you back - be the last one following up." - Grant Cardone* 



# **Daily Ritual**

- 1. Get up early
- 2. Workout
- 3. Eyes on the prize
- 4. Do Your Call Calculation
- 5. Start with daily training
- 6. Role Play daily
- 7. Clean Your space
- 8. Have your 10xPlanner Ready
- 9. Make Your list of 5
- 10. Get your mirror in place
- 11. Have your camera recording
- 12. Find your music



# **Productions Fact**

### Top sales producers outperform average producers 2:1 and low producers 10:1 Salesforce

"Average is an epidemic of mass proportions - don't be average." - Grant Cardone

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# **Productions Facts**

# Replacing your bottom 20% with only average performers would improve sales productivity by nearly 20%.

"If you aren't willing to get rid of the bottom you can't ever move the rest." - Grant Cardone



# **Cardone Call Calculation Worksheet** <sup>™</sup>

1.	Annual desired income	\$1,000,000
2.	Divide by commission per sale	\$6,000
3.	Number of Sales	167
4.	Divide by Closing Rate (Direct Mktg Assoc)	6%
5.	Number of Contacts	2,705
6.	Divide by number of days worked	300
7.	Total Contacts per day	9.01
8.	10X Rule	90 calls per day

"Need volume and margin to create the income you desire." - Grant Cardone



# **How to Make Millions**

- 1. Million Dollar Decision
- 2. Follow the Money
- 3. Keep Your eyes on the prize
- 4. Do the math daily
- 5. Call 5 people everyday that can change your life
- 6. Get support surround yourself with like minds
- 7. Get GREAT Stay GREAT

"Over 12 million millionaires in the world –why not you?" - Grant Cardone

# GRANT CARDONE HOW TO MAKE

"At some point in your career you will be required to call someone you don't know to get something you want." - Grant Cardone





"I have already made hundreds of thousands because of Grant Cardone training."

- Billy Merritt





"I made 53,000 in one month after getting on CardoneUniversity."

- Natasha




"UniFi Equipment Finance went on Cardone U in June 2014 and immediately saw results. The numbers prove that the investment & training works."

- RJ Grimshaw

**Revenues:** 2013 \$13m 2014 \$25m Q1 2014 vs. Q1 2015 \$6.7M vs. \$22M 228% GROWTH In April 2015 we will produce more top line revenue than all of 2013. 2015 \$59m Projected





"I signed up for #cardoneuniversity and made \$250k last year as a result of @GrantCardone books, seminars and products."

- Tim Brooks





"I went from no work to booking back to back. I'm a stuntwoman not a sale's person" the joke was on me. After getting on Grant's material it was like a bomb."

- Wendy Gutierrez





"I sold over a half million dollars in sales last year in fireplace repairs...in Los Angeles where it is hot almost year round."

- Aiden Angeli





"Grant Cardone is an inspiration unlike anyone else. You have assisted me in 10X ing so many aspects of my life!! TY GC!"

- Nicole Stewart





"10x double my income and I've increased my income 45% heading towards the 200's soon." - Rick Montilla

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"Just one tip from Grant Cardone converted brand new client who spent £30k with me last year."

- Steph Walton





"Our business is up 36% over last yr. We are now properly following up on clients & closing previously missed deals thx to @GrantCardone" - Derek Cole





"I went from bankrupt to 6 figures. I am living proof!"

- Adam Webster





"Grant Cardone has coached me from sales green pea to top producer to internet director to GM of the fastest growing Ford store in St. Louis."

- Andy Carr





"Grant taught me how to use the phone when I had never been good at it. Everyday I log into CardoneUniversity to tighten up my phone skills and my income is north of 30,000 a month."

- Heath





"I have been listening to the 10X Rule nonstop in the car. It has motivated and inspired me to increase my work effort to get the results I want, and in a 2-week period my production has increased by 300% already. I've also dramatically increased my goals and am now pushing the first million-dollar year in my career."

- Jon Godwin





"Two or three weeks ago I got on Grant Cardone, now I feel stronger in my business and I am first in my branch."

- Vláďa Valchař





"Grant Cardone's materials changed my perspective and my routine."

- James Garlin