

THE FIVE KEY ELEMENTS REQUIRED TO RUN A SUCCESSFUL REAL ESTATE INVESTING BUSINESS*

**(What They Don't Teach You In Most Real Estate Courses & Seminars)*

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Disclaimer: This report is not a knock against any of the dozens of real estate experts nationwide (also called “gurus”) who provide many valuable training programs for real estate investors. Their courses, whether live, in print, on CD, DVD, or videotape, contain, for the most part, excellent information. In our experience, these courses are specific, well-researched and extremely useful in the pursuit of profit. More importantly, they are often inspirational — providing the user with the encouragement and vision they need to take those first steps out on their own.

These courses will give you the nuts and bolts of doing deals, the operating instructions, and the techniques you need to start your business as a real estate investor. Once you ingest all of the materials, memorize the techniques and master the skills, you are ready to go out and test your wings. You have what you need to get started—the same way that a law degree gives an attorney what he or she needs to begin a legal career, or that a medical degree gives new doctors what they need to begin practicing medicine.

But, taking the example of a doctor with that brand new MD degree, is he or she *really* ready to go right out and open their own medical practice? Sure, they may know all there is to know about the human ear, eye, nose, and throat, but what do they know about running a business? Do they know anything about renting space, purchasing or leasing equipment, hiring a staff, doing payroll, finding and keeping patients, making cash flow projections, handling the piles of government paperwork, dealing with insurance companies, and managing their time? Most importantly, do they really know how to make a profit at what they do, and can they do it without working themselves to death? These aren't the things they learn in medical school.

But let's get closer to home — what about YOU, the real estate entrepreneur, the newly-trained expert? You may know how to run ads to find houses and motivated sellers, know techniques and strategies to use in making offers and negotiating, know how to manage a rehab and more. You may well have learned flipping techniques for fast profits, buy and hold strategies, landlording techniques, lease/options with multiple paydays, structuring purchase agreements, not leaving money on the table at a closing, and so on. So, you should pretty much be ready to go into business, right? Perhaps.

Why Most Businesses Fail

This is a statistic you've probably seen many times — according to the Small Business Administration over half of all new businesses fail within the first five years. Now, the SBA primarily measured manufacturing and retail types of businesses, meaning “brick and mortar” businesses where the owners had to put a significant amount of money and effort into “starting up.”

But it's still a scary number, isn't it? It makes you wonder why so many people even try to start a business. More than that, it makes you wonder why they fail in such great numbers. Do you think they fail because they didn't know anything about their product or service? That's almost never the case. Bakers don't fail because they don't know how to bake. Bicycle stores don't fail because they don't know anything about bicycles. And, creative real estate entrepreneurs usually don't fail because they know nothing about how to do real estate.

Real estate “newbies” generally have very low initial investment to get started, and more a romantic “be your own boss” or “get rid of your idiot boss” vision than a true commitment to building a solid entrepreneurship. So to be fair, we won't count the tens of thousands who bail out simply because of fear, or lack of discipline, or not applying the techniques and strategies they've learned, or just doing it in a haphazard way without any education. Here, we're only concerned with those like you, who are actively doing the business...or intend to. Among this group, half will have failed or will have only seen mediocre returns compared to the vast potential this type of business promises and provides to those who treat it like a real business.

So why do so many serious real estate investors who obviously know *how* to buy, rent, and sell houses end up closing shop, or, at best, only generate “average” income? (Note: for the purpose of this report, we will assume that anything less than \$100,000 net income per falls into the “average” range, since moving only a few properties each year should consistently yield at least this much income. This also refers to investors who do more than a few deals every year, but look at their bank account balances and wonder where the heck it all went).

If they are reasonably competent at what they do, and reasonably consistent in working the business, what goes wrong? It would take a much longer report than this one to talk about all the different reasons because there can be as many different reasons as there are investors out there. However, every major study shows that most of these reasons can be summed up under one major cause of failure for real estate entrepreneurs and other business owners, above all other causes. The majority of real estate investors falter, fail, or simply sputter off the radar simply because of...

“Lack of business expertise.” In other words, they don't know how to run a company.

In reality this “simple” explanation is a very complex one, because running a business has numerous dimensions. Like the doctor we described above and all the aspects involved in

opening an office, each one of those items is its own little world of information where a small mistake can cost a lot of money or waste a lot of time. Until a new business becomes established and profits become predictable, the break-even margin can be very thin, usually much thinner than the business owner imagines. Just a very few poor decisions can turn breaking-even into breaking-the-bank and most new businesses cannot afford to lose money for any length of time before they have to close the doors.

OK, that's the scary part. That is not to say that it happens to everyone. The smart people (and we hope this includes you) go in with their eyes open. They plan ahead and arm themselves with all the information and tools they need to operate in a smart way. Sure, it's important to have optimism and enthusiasm and a love of what you do. But that alone will not sustain you when the tax auditor is staring at you over the tops of his glasses. No, you better have your ducks in a row and marching in unison from the get-go, because what we are talking about here is the difference between success and total defeat.

This is where it becomes exciting.

Instead of living in fear of what you don't know, you'd be in control and fully aware of every aspect of your business. Knowledge is not only powerful, it's invigorating when you apply what you know. So, unlike so many small business people who haven't a clue how well or poorly they're doing, you'll be the captain of your ship and the master of your fate. You'll be managing your time so that you're not working yourself to death. You'll be managing your money so that it's almost never wasted. And you'll be managing other people so their every effort is spent making you more successful.

So what do we mean by preparing yourself to go into business? Does that mean you have to go to college and earn an MBA? Do you need to go to night school in addition to trying to get your fledgling operation up and running? Fortunately, the answer is no. There are much easier ways to gain that kind of business expertise.

Let's look at the main categories that business knowledge falls into as it relates to specifically to real estate investors. These categories are based on the experiences of highly successful and wealthy real estate entrepreneurs, many of whom started out the same as you. Much of this knowledge was learned the hard way—by making mistakes and losing large chunks of money before finding the way out. Naturally, each of these categories is a course of study all its own with numerous facets and sub-topics. However, we will give you a good synopsis of what they are all about — enough that you can pursue a course of study with these in mind.

The most important elements that a real estate investor should try to master are STRATEGY, MARKETING, MONEY, MANAGEMENT and DOING DEALS.

Yes, these are all words you've read before and you may think you know something about each one of them, however these are very broad categories, into which we're going to place some

extremely important topics. Some of the topics may seem to be only loosely associated with their heading, but we find it useful to break down the information into five main areas. Let's begin.

I. STRATEGY

Great battles, political campaigns, football games, national advertising, a chess match — they all utilize strategy as a ticket to victory. Strategy involves thinking beyond tomorrow, beyond next year even. It means planning your moves, anticipating trends, figuring out ahead of time what is necessary to put yourself in a winning position. For instance, you may think of yourself as a one-man (or woman) band, a sole proprietor. But will it always be that way? If you want to grow, what is your strategy with regards to getting the manpower you need? Sooner or later you will need people around you to multiply your efforts—especially if you want to climb to the heights of the really wealthy and successful investors. That may seem like a long way off but we're talking about preparation here. Because when people talk about getting lucky in business, luck is usually defined as that moment when opportunity meets preparation. Will you be prepared? Or will you be playing catch-up? Or, will you miss the opportunity entirely?

The first essential in any strategy is to make sure that every day in every way, you are *in control*. By that we mean in control of yourself and every detail of your company. This is how you ultimately control your future. Ultimately, your goal in creating a long-term or short-term strategy is the ability to anticipate, plan for, prepare and stay in control in every business situation. Plus, with a solid strategy you'll reach your business and personal goals sooner, easier and with less stress. Whether that means more deals with less effort, more profits with no more hours, or doing the things you want to enjoy the life you desire. After all, the goal of any business isn't just to have business success, is it? No, you want success so you can have the lifestyle you want. So include in any strategy how you can make the business work for you and allow you the time and flexibility to enjoy life.

Under the heading of Strategy are these key aspects:

Vision and Goals — This means having a road map and knowing where you want to go before you get there. A vague notion of wanting to be wealthy and successful is not sufficient to the true businessperson. You need to know **HOW** wealthy you want to be, **WHEN** you're going to get there, **WHAT** your business is going to be like in the near future, **HOW** you will make it the kind of business you want, and **WHO** will be part of it. Spelling out these specifics and fixing them in your mind is what will separate you from the amateurs.

Planning — This goes hand in glove with your Vision and Goals. The poor businessperson reacts to things as they happen to him, winging it from deal to deal. The smart businessperson plans ahead for what they *want* to happen. Things like securing funding from private lenders *ahead of time* can open up your options to take advantage of opportunities when they arise later on. Creating a business plan is one of the smartest investments of time a person can make. Writing business plans is one of those subjects that can be a course all its own. It would be worth

your while to find a book or some software to aid you in this important task, and give it the time and thought that your business deserves. Don't wing it..."luck" is nothing more than the place where your preparedness meets up with opportunity -- and because you have a plan in place, you have a pretty good idea of what you need to do to take advantage of the circumstances.

“Just a few short months ago, I was like many investors: I had a “hobby.” I averaged 20 houses a year, but I didn’t have a real business. How could I have ever assumed that real estate shouldn’t be built like any other business? These concepts turned me around and I’ve done as many houses in the last three months as I did in an average year before... and I’ve spent more family time in the process!” -- Gary G, Provo, Utah

Time Management — To be in control of your business rather than letting it control you requires this one very powerful skill. It is too easy to let your time slip away and not get the important things done. Smart businesspeople know how to strictly limit time spent on trivial matters and plan ahead so they have time for the important items. What's important? See “Planning” above. It all works together.

Here's the ugly truth: You have to be willing to discipline yourself (an ugly word for a lot of independent-minded, don't-tell-me-what-to-do real estate investors) to be able to manage yourself effectively. And, you have to learn to manage yourself so that you can manage others. (And, until you can manage others, and shed some of the day-to-day busywork tasks, you can never concentrate on making the really big incomes possible in this business

Leading Versus Managing — Which will you be—a leader or a manager? There is a place in the business world for each, but which one do you think will rise the fastest and go the farthest? To put it in simple terms, a manager tells people what to do and makes them do it. A leader makes them *want* to do it – and do it the best way they know how – and reaches their goals even faster. Some say leaders are born, not made. We say leadership is a skill that can be developed once you have the right tools.

II. MARKETING

This is one of the biggest and most important aspects of any business. Because nothing, nada, absolutely *zero* happens without marketing. Many businesses fail because of inadequate marketing. In fact, we'll go one further and say that there is only one business: marketing. The process of marketing includes more than just creating advertising. It includes planning, research, testing and analysis. It is as much science as it is art but the techniques are available to anyone who takes the time to master them.

Under the heading of Marketing are these key aspects:

Creating a Niche — Doing what everybody else is doing is a quick way to crash and burn, and so is doing “a little of everything.” As you plan your business, you need to determine how you will stand out from the crowd and what will work in your area. After doing your research you’ll know whether it’s best to concentrate on junkers, rehabs, rentals, mobile homes, or something else. You’ll also look at your competition to see who is doing what so you can position yourself and your operation as unique and not look like a copycat or also-ran. *Positioning* is a term often used in marketing. It simply means deciding what image you want to project and consistently building all your messages around that image. One marketer may want to position himself as the working family’s friend while another may create a position as the ultimate in prestige and sophistication. Just remember, whether or not you consciously *create* an image, you have one! It’s better to make it the one you choose, instead of allowing others to come to their own conclusions. And finally, it isn’t good enough just to be “different.” You need to be different in a way that fills a perceived need in the marketplace.

Demographics and Psychographics — Don’t get shook up, these high sounding words mean very ordinary things like how old are the people you’re marketing to? How much money do they make? How educated are they? Blue-collar or white-collar? Retired? How many have children? And on, and on. These are all *demographic* statistics that are relatively easy to find for any market. *Psychographics* are their attitudes and beliefs. All of these factors go into how you market your business. Why? Because each sub-category of people has different “hot buttons” and you’ll want to tailor your messages to make sure you hit them. It’s how multi-million-dollar ad agencies work and there’s no reason you can’t use the same techniques without spending ridiculous amounts of money. Maybe you can’t hire a research firm to nail down all these factors but you spend a little time doing your own research to find out who’s out there and how they think. Ask the right questions and listen to the answers.

Testing and Analyzing Results — Another technique used by professional marketers is to keep detailed records of which ads were run, when they were run, what they cost, and how many responses a marketing message pulls. This is possible with direct response marketing such as email, online, and offline advertising or direct mail. After putting out a message and analyzing the results, the professional tests a new, slightly tweaked message against the old one to see if it does better. This process of constantly trying new approaches and testing against the last one reveals which type of messages work best for each market. Taking the time to do this task is worth the effort, but for many real estate investors (even those that do a lot of deals) it quickly becomes a “back burner” item. Yet without this information at your fingertips, you’re literally “flying blind” in all of your marketing, and probably wasting thousands.

Marketing to Buy & Marketing to Sell — Real Estate Investors are unique in having these two very different markets, the existing marketplace of sellers, and the more fluid marketplace of buyers. It takes more than simply having “buy” and “sell” ads in different sections of the newspaper. Savvy investors have a unique *Marketing Plan* that includes a detailed rundown of when, where, what type, and how much marketing will take place in each market. What makes the two markets different are the totally different motivations and needs that drive them. These

people are where you find them but, as you know, the trick is finding them. You can find some of them through traditional advertising but the smart investor is using every means at their disposal to create and refresh their lists of potential sellers and buyers.

III. MONEY

Only multi-billionaires can afford to say they don't know how much money they have. A small businessperson needs to know the exact amount and where it all is. But that is a gross oversimplification of the money issues a businessperson must be in control of.

Money comes in and goes out every day, so it's not always easy to nail down how much you actually have. A classic mistake is getting excited over the big paychecks coming in and believing the business is making a profit, while discounting all the small checks going out every day to cover expenses. That's how people get blindsided, and how at the end of the day they find themselves wondering where it all went. Yes, managing money is far less exciting than making money. It can be boring as hell and total drudgery to keep it all organized properly but...if you ignore it, it *will* go away, along with your solvency.

Under the heading of Money are these key issues:

Bookkeeping — These days, computers have made the daily task of bookkeeping a lot easier than it used to be (though many investors still don't do it). Programs like Quickbooks can do a very good job of organizing your basic financial information and providing you with on-the-fly snapshots of your financial status. However, they're only as good as the information that goes in (remember "GIGO"...Garbage In, Garbage Out). It takes discipline to save receipts, file those bills, pay your estimated taxes, track every expense going out, associate deal-related expenses with the houses you spent them on, and record every check coming in. The bottom line is: if you hate it that much, hire somebody (you trust) to do it for you.

Cash Flow Survival—Cash flow is one of the most slippery items to get hold of, because it's always moving! But, as a real estate investor, *it is a life or death matter*. How many investors have gone under because they didn't sell a house in time and the mortgage payments and other carrying costs ate them up? Or couldn't pay their large monthly overhead because they weren't doing enough deals to cover it? These are classic cases of too much cash flowing out and not enough flowing in (or not knowing how to severely slow down the cash flowing out).

Managing cash flow means knowing how to stay on top of accounts receivable, managing rents, when to delay paying bills, choosing minimum profits for faster cash, knowing which deals to sell now and which to hold out for higher profits. It's trying, as much as possible, to keep a reserve of funds in your account that is several times your monthly expenses (although here, most real estate entrepreneurs cut it much closer to the bone than is usually wise, because as a group we tend to be more willing to bet on that next big deal that's going to close next.

Managing all this is a factor that changes every day and sometimes every hour, so most good businesspeople spend their days with one eye on their business and the other on their cash flow.

Budgets — Just like managing their time, another aspect of discipline that many entrepreneurs dislike dealing with is their budget. In fact, it can honestly be said most run their business from their hip pocket and checkbook. The good news is that unlike cash flow, a budget will stand still for you while you deal with it. You can sit down and write out a clear picture of where you are, what it will take to keep you there, and what it will take to move forward. The business plan and the marketing plan we have already touched on should each contain a budget. And there should be an overall budget for the business that includes your marketing budget as well as the deal-related expenses. Of course, it takes discipline to abide by a budget, but once you've created it, it provides a useful roadside marker that tells you whether you're traveling safely or running outside the bounds you set for yourself.

Records — Does it really need to be said? Keep complete records of all your finances. Not just thrown into the bottom of a drawer until tax time, but preferably filed in some way. Keep them around for at least 3-7 years. With computer records, make backup disks and store copies offsite, where they won't be melted by heat or ruined by mold. This is common sense stuff that some people learn only the painful lose-a-lot-of-money way. And be honest with yourself: If you're not the most detail-oriented, organized person in the world (most successful entrepreneurs are better with the "big picture" and fuddle the small details or pass them on to someone else), get someone to keep up with all your record-keeping for you. Just do it.

Financing Deals — Nothing is more disheartening than having to pass up a terrific opportunity because you can't find the money to jump on it. That's why almost every real estate course has a section on how to finance deals *without* going to the dreaded "B" word (banks). Thus, a real estate investor always needs to have multiple sources of financing available (hard money loans, mortgages, seller financing, etc.) It's important to do the homework way ahead of the need, develop a network of private lenders and then work those relationships because these sources of financing are the life blood of your business. More importantly, treat them well and never, ever fail to pay promptly.

IV. MANAGEMENT

Although most real estate investors looking at this report probably zeroed in on the last area, "Doing Deals," as the most pertinent, you'll eventually have to make the decision to add an employee or employees, unless you plan to remain a one-man show for your entire career as an investor. The reason is simple: if you're flying solo, you and you alone are what's holding you back. The myriad daily tasks that eat up the minutes and hours of your day are keeping your energy and focus away from "Doing Deals," and there's no other way to grow than to get some assistance. Once you pass this threshold, it will be up to you to employ effective leadership and management skills to get the most out of the people you bring in.

Being a good manager of people is practically a lost art. As you think back during the times when you were employed, how many people managers can you remember who did a first rate job of managing their staff? Most people, when asked this question, answer “none.” The truth is, the best managers *are* the leaders, who inspire loyalty and trust and extra efforts from their employees.

Knowing how to hire the right people, delegate work effectively, and keep an employee productive are all skills that will literally pay you back tenfold. In fact, if you handle it correctly, you can have an employee who more than pays their own salary by increasing your ability to focus on the areas that matter most (like finding more deals and raising money).

Business Systems — Sure, you know how to do deals, but how much of the day-to-day process is written down? The real estate business is unique enough that many of these steps and items need to be customized for our type of business. Checklists and forms that may work for a manufacturing position or retail clerk won’t cut it for dealing with customer files, records searches, prospective seller calls for appointments, and all the other tasks specific to real estate.

We’ve all heard a million times that workable, effective systems are the solution, but no one seems to teach how to create them. It can be a daunting task, but designing simple, specific, cookie-cutter systems that prevent mistakes, cut your time in half, or don’t require your presence at all to keep your business going, will be worth the time, effort and money required many times over.

Hiring — Proper preparation is the hallmark of good hiring experiences. It is up to you, the owner, to have all of the expectations and objectives clearly spelled out, to have all of the structure in place to accommodate adding a person into your business, and to have an effective system and process for delegating and managing them.

From the wording you use to advertise the position, through evaluating applicants, interviewing candidates and selecting the person best suited work for you -- it’s critical to take great care in selecting an employee... and excluding potential problems.

First of all, you need to be sure you choose the right sort of person. If it’s a part-time job you don’t want someone who’s depending on you for their livelihood. If there will be only two of you, you will want to choose someone who’s compatible with you. You need to communicate exactly what you’ll be expecting of them right up front, because that will determine how effective they’ll be. It’s a lot more difficult to “add” duties later than have them agree to handle these tasks up front. Most of all, it’s ideal to have someone who can work from their home so you don’t need office space, yet lives nearby so they can pick up and deliver items for you easily, and handle other tasks that may include coming into the office.

Training — This is another area where preparation saves time, money, and frustration. Before hiring, it’s important to be ready to train your new employee. That means having a handbook or

reference guide for all the tasks they will be doing, plus all the necessary forms, charts, time sheets or documents they'll need to fill out. Your goal is to have an employee who can work on their own as much as possible, without needing to constantly ask questions or be reminded what to do.

This is where having well-thought-out systems in place really help. Being able to hand a new hire their specific checklists and forms, and having a training package put together in advance, is unbelievably effective in helping them ramp up quickly. Sounds nice, doesn't it? Most of us don't have high-dollar Human Resources departments to do all this, so most of the time it's up to us... and we all know what that means! Nevertheless, like all of these areas of business, cutting out these steps ends up coming back to haunt you in the end, and holds back your ability to earn serious money from your business.

As you train the first person, record everything you do so that the next time (and there will be a next time, just plan on it), you can hand them everything already spelled out, and your training time will be cut by half.

Managing — The overall objective in training and tasking an employee is to maximize their usefulness to you; otherwise they are simply a drain on your income. Remember, good leadership is the best management. Managed properly an employee will pay for themselves in increased profitability and income to your business. This is a two-way street that requires you to do your job of clearly delegating and managing as well as the employee doing his or her job.

Think of all the tasks that use up your time and could easily be done by someone else. Then add tasks that another person could do with a little bit of training. Give all of these to your assistant. You are now free to concentrate on all those high return money-making activities that got you excited about being a real estate investor in the first place. The two of you working together will be 150-200% as productive as you could ever be working by yourself.

Managing is the fine art of getting your way and being the boss without being a jerk. You can't be too friendly and easygoing because some people will take advantage of you. Yet you don't want to be too overbearing and autocratic because it will build resentment and ultimately come back to bite you in terms of an employee who quits and leaves you in the middle of the increased deals and paperwork! Or worse, one that tries to sabotage your business or sues you for some petty reason. Yes, these are real issues, but you have the ability to head most of them off in advance, if you take the time to prepare and learn the best ways to handle issues as they arise. Many employers use team-building exercises and meetings to insure good communication and satisfaction between employer and assistant.

The good news is, with a strong structure and using proven methods, and by tailoring your systems to your business, you can create a win-win situation that will push your business to the next level.

V. DOING DEALS

While most real estate investors gravitate to this section first, it's not nearly as important as the sections we've already covered. Why? Because the processes involved in *Doing Deals* are commonly taught every week and every month by real estate gurus nationwide. As one real estate investor put it:

“You don't know what you don't know. I've spent well over \$25,000 on seminars and courses that taught me technique after technique, with one slick ad or special form after another. But none of them, NONE of them, taught me much about actually RUNNING A REAL ESTATE BUSINESS ... these concepts have changed my business forever.” -- *Brandon Frank, Salt Lake City, Utah*

In fact, it's the focus on new and unusual techniques, rather than building a successful business, that probably accounts for why so many would-be investors never make it at all. It's easy to let the more important things slide, especially for those of us who are actively making deals. However, running a business is serious down-to-earth matter, while many of the books, courses, and seminars are sold on the dream.

So in this section, we're going to focus on the nuts and bolts of systemizing your buying, rehabbing, property management, and selling procedures, not the strategies and techniques to find, negotiate, and structure deals. You know how to do those things already.

Finding Your Dream Team — Begin thinking about your Realtors, contractors, title agents, and other vendors as part of your “Dream Team.” They're the ones who can grease the wheels of your success, or throw in the wrenches that slow down the works and cost you money. Bringing them into your fold as part of your team and finding ways to benefit them (other than the obvious fees they receive) will result in getting priority treatment for your deals.

Streamlining Purchases — This isn't some haphazard process; it should be a carefully laid-out part of your business plan. Once you begin thinking in a win-win fashion about all these players, you'll find you have a system developing that brings faster closings, more referrals, and greater opportunities than ever before. And you'll find people who embrace the “team” concept and begin relating to you and your business in a whole new light.

To make sure that purchases don't consume any more of your time than absolutely necessary, make sure you have thorough checklists and systems so you can delegate tasks such as calling sellers, digging out foreclosures and bank REOs, and juggling closing documents and schedules to someone else. You need to make the deals, you don't need to do anything more than that...because someone else less trained than you can handle all the rest.

Having a streamlined system in place is never more important than at your closing. It's a short period of time when a lot of money and legalities are in play. If there are delays of any kind —

and it looks like your lack of preparation is at fault — you are very likely to lose a seller and lose the deal.

Systemizing Rehabs — It's rare to find a real estate deal that doesn't require some renovations along the way. Yet many investors never take the steps to systemize this key part of their business. Think about it—isn't more of your money spent on repairs than almost any other type of expense in your business? Rehabs can cost you thousands more than necessary, and cutting the wrong corners can cost you thousands of dollars in potential resale value. You should never let a handyman hold you hostage by not getting the repairs done on time, or wasting your time with delays that occurred simply because the contractor could not make decisions that they should have made on their own. And, you should never find yourself having to micro-manage standard rehabs because a crew chief changes or a new carpenter is on the job this week.

Taking the time to fine-tune things like getting estimates and bids, finding better deals on materials, and having preferred colors, lights, appliances, and flooring – will all show up as increased bottom line profits for your business. Not paying attention to the order in which repairs are scheduled and leaving it up to the contractor can add costly days to the process. And don't stop at repairs... today's savvy entrepreneur uses the art of staging for *every* size and price range of property, and makes sure that specific details are handled that inspire buyers into action.

Streamlining Sales — Understanding the time value of money (and if you don't, you need to... fortunately there are excellent books and courses on the subject), it is important to your overall business success that you get every check as quickly as possible. The process of finding and closing buyers (or tenants) is worthy of your time and focus, because every delay takes your time away from doing more deals, and that costs you money (not to mention paying extra holding costs—another one of your largest expenses in this business).

You already know the rough points in the process, so create systems to avoid or smooth them over. For example, do you have a specific system (in writing) to make sure the loan process keeps moving forward without delays, and without you having to baby-sit the loan officer or the buyers? Their speed becomes your speed—do you want your check sooner or later? Take the time to create step-by-step checklists and timetables for all types of closings, including standard retail purchases and lease/options. And, create follow-up plans and materials for after the sale, to get buyers to actually provide referrals, because these are like free money in the bank for your business.

Autopilot Rental Management — There are more investor/landlords than any other type of real estate investor, but you wouldn't know it by the paltry number of courses on landlording available. Unfortunately, for most investors, land lording is the most tedious part of the business. But it's also one of the most predictable and easily delegated activities, IF you build specialized checklists for every aspect of property management. Include everything from finding and qualifying tenants, escrowing, steps to getting a tenant-buyer qualified to purchase, repair responsibility matrixes, everything. You can create an Alternate Endings chart that covers all the

possible actions you should take if they don't keep any of the various promises they make in their lease agreement, and their order. Detail what to do when a tenant doesn't pay, doesn't qualify to buy within a specified time, or doesn't take care of the house. Can you see how important it is to write down everything you know and do, so that someone else can follow the dots and handle most of the steps for you?

THE END RESULT

The objective of this report is to highlight these items so that you can take steps to fill in the blanks for your own business and correct those things that are holding you back. Can you see now why it's really much more complicated than simply saying that an entrepreneur "doesn't know how to run a business?"

If you've been in business for a while, you probably feel swamped already (assuming you're serious about your business and investing in real estate isn't just a "hobby"). Being swamped in all the details of this business is normal... there are hundreds of things that need to be taken care of to make the business work. But is that the kind of normal you want to live with?

It can be overwhelming to consider everything it takes to make a business run like a smooth machine that takes in properties and churns out cash, satisfying sellers, buyers, and tenants, and with everything running like clockwork. It's not a pipe dream, but it does take a lot of work. And work requires time.

The fact that the real estate business is so unique makes it even more time-intensive to create the kinds of systems we're talking about here. Nobody has more than 24 hours in each day. By now you have probably asked yourself several times "How on earth can I possibly manage to make the time to master all of these areas and take my business to the next level?"

The Number One Priority

Super-successful real estate entrepreneurs have found that the single most important step is to duplicate your efforts. You can't really clone yourself, and it's rare that really good investors team up with each other and create a partnership that works. However, you can duplicate yourself when it comes to doing menial tasks, the time-consuming busy work that takes you away from the main objective of your business—doing deals.

You probably noticed as we progressed down the list that more and more of the areas to master involved using systems – writing things down, making lists and plans. All of this requires time you may not want to invest. You may wonder why it's necessary to write down what you do if you're the only one doing it. It's a valid question and you may not need a written guide. However, it provides a handy reference to someone you may hire. Moreover, systems are very, very effective at making sure that you don't forget things, do things out of order, or waste time doing things inefficiently or by having to reinvent the wheel each time you do something again.

However, if you want to move beyond that plateau – because that’s where you’re at if you’re a one-person operation – then you have to add an assistant to your business. Let them take on your day-to-day tasks. Until you do, your business cannot grow beyond a fixed level. Sure, you may score some big deals. You might temporarily increase your income, but to get strong, consistent revenues coming in requires a plan of action, systems that work, and someone to take the load off your back so you can be the investor, not the go-fer.

This is why we recognize the fourth success factor is the key to breaking ahead of the pack and growing to the next level. Although many areas of your business are uniquely yours, a system and a method for finding and keeping the right personal assistant have been created specifically for and by successful real estate entrepreneurs. And the only kind of assistant you want is...

A Personal Assistant – *Who Pays Their Own Salary*

This is the most comprehensive training system ever developed specifically for real estate entrepreneurs to help them break free from the thousands of daily details that hold them down. Developed by business experts and highly successful real estate entrepreneurs, it contains a complete compendium of unique materials designed to be flexible, useful, and practical to every real estate investor, whether they are just starting out or have years of experience.

In this comprehensive system you’ll receive everything you need to find, train and fully utilize a “virtual” personal assistant who pays their own salary.

Every single part of this system is aimed at saving you precious time, eliminating pitfalls, and helping your business become an efficient money-making machine. It will...

- Revolutionize the way you spend your time
- Let you work HALF as much – *or get twice as much done* – with less effort
- Cut your workload down by at least 10 hours each week, and
- Allow you to do ONLY the work that YOU want to/can do – the things you are best at, the things that make you the investor, and your assistant an assistant

And that’s what it’s all about. Having a Personal Assistant will free YOU up for all those really important tasks that require your investor skills and training (or to finally take a vacation, work fewer days, or even have a life again). You will discover that not only can you **have an assistant that creates MANY TIMES more income than they cost**, but your small investment in this system will pay you back at least 500%...in fact, we Guarantee it!

Here's just a sampling of the important topics covered by this one-of-a-kind system:

- **Why having a “Personal” in Personal Assistant is so vitally important, and failing to use this one word (or using it incorrectly) can potentially cost you thousands.**
- Sure fire, inexpensive ways to attract hundreds of the right kind applicants, and how to get them to “self-select” out of the pool so you are left with only the most qualified and the most willing to work.
- Pre-written ads that you don't have to waste time writing yourself.
- Tips that zero in on separating the diamonds from the duds when reviewing applicants, to weed out people who will be more of a problem than they are a help.
- **Detailed analyses that reveal the amazing secret of having an assistant at virtually no cost.** This secret alone is worth the price of the entire module it is so powerful. You'll sit there amazed and energized at how simple, easy, and obvious it is.
- How to professionally manage people to minimize headaches and hassles, so your business flows smoothly and efficiently.
- **The must-have employment agreement that saves thousands in lawyer fees.**
- The 14 essential items an assistant *must have* or else you'll lose time and money on them.
- ALL of the questions you should ask (but might otherwise forget) in your first interview (remember, what you say and do here establishes the expectations for the entire relationship).
- How to train your assistant in the least amount of time and get the very the best results.
- **A fantastic time-saving tool: A startup CD for new hires so you can train once, and reuse the same training CD over and over as your business grows.**
- Ways you can constantly improve your assistant's skills while maintaining a positive relationship.
- Team-building techniques that keep good employees happy and productive, for less stress and strife and more bottom-line results.
- Professional people-management skills that you could spend years of trial and error learning, encapsulated here in simple, easy-to-apply systems.

This should give you an idea of just how comprehensive and complete this system is. It contains everything from hiring to firing and all points in between. It will enhance your professional image and your professional behavior as a serious real estate investor.

“After implementing these recommendations and strategies I can honestly say that **we've already saved thousands of dollars** due to reduced workload, unnecessary tax burden, and

systematic accountability procedures that have been in place since day one! It has been invaluable advice!” *Munro Murdock, Orem, Utah*

While we can't guarantee you'll make 20% more money, we do guarantee ***The Assistant Who Pays Their Own Salary*** will make you – or save you – at least FIVE TIMES the tuition cost or your money back with our...

500% ROI Refund Guarantee

If, after applying the information in ***The Assistant Who Pays Their Own Salary***, you don't realize at least **FIVE TIMES** the cost of this system in the form of money saved, time saved, or additional dollars earned in your business, you are entitled to a full refund of the system cost.

This system is the absolute best way we know to C.Y.A.!

You know what we mean — ***Cover Your Assets!*** The documents in this system are specifically designed to keep you clean and above board. Nobody should be without them in this era of rampant litigation. For instance, do you know...

- What questions you can and cannot ask in a hiring interview?
- What is the difference between employees and independent contractors?
- How to formulate an independent contractor contract so it is defensible with the IRS?
- How to properly and professionally terminate an assistant without fear of repercussions?
- How to eliminate any misunderstandings as to hours, pay, and working conditions?
- How to make sure you're getting what you paid for, and then some?

HR professionals know all of these answers...but do you? These are questions many investors don't even consider...until it's too late. The answers contain the kind of information that can pay you back many times what you'll pay for this system. These aren't theories! Every piece of this system has been proven through the misery of costly mistakes made by successful real estate entrepreneurs...so you save the trouble and the money and can apply these lessons in your own business, for your own success and growth.

Here's why you need this system: It gets you past “the plateau.”

All businesses reach plateaus as they grow. They get to a place where growth stalls and business stays level until something happens. A store may be at a plateau until they open another location. A cab company may be at a plateau until they buy more cabs. A network technician may be at a plateau until he or she becomes certified in the newest network system. If you're a one-man (or one-woman) business stuck at a plateau, a trusted **Personal Assistant** can be the catalyst to take you to the next level. Someone who, working on their own, feeds you vital information, helps

you find and do more deals, runs errands, handles the busy work, and takes care of myriad details – *so you don't have to!*

**Even if a Personal Assistant is only 50% as good as you,
With the extra time you'll gain you can be 150% -200% more productive.
Imagine what that will do to your bottom line.
You'll leave the plateau behind like a space shuttle leaves the launching pad.**

One of the key elements of successful investors is the ability to see an opportunity at its full value. *The Assistant Who Pays Their Own Salary* is not the same old information on ways to do deals on houses. It includes the best of the best in business practices for real estate investors to grow and expand their businesses, and take their income to the next level...by handing over the menial and time-consuming day-to-day tasks so they can put their focus on one thing only: doing more deals to make more money! So, with a 500% guaranteed gain for investors who take advantage of these strategies in their businesses, as Napoleon Hill famously stated, "If you have everything to gain by trying, and nothing to lose, by all means TRY!"

"The Assistant Who Pays Their Own Salary is spot-on!!! What good is wealth if you have no time to enjoy it. Alan is straightforward and articulate in his approach to set up a system and manage an assistant to begin again to gain more control over your life. Now we can actually begin doing the things we enjoy most with the people that mean the most to us." Mark Lindsay, Eagle Mountain, UT

Okay, so how much is it?

The Assistant Who Pays Their Own Salary is designed in a logical progression, with every document and tool needed to eliminate the randomized issues that bleed away hours of your time and thousands of dollars of monthly revenues from your business. You get...

- ★ A concise, information-packed 124-Page study guide with complete with case histories, examples, and specific actions so there's no guesswork on your part.
- ★ 7 CDs with live instruction covering every detail from finding and screening applicants, hiring, assigning duties, following up, termination... covering every circumstance and situation you could possibly encounter, in an easy-to-use format of short sessions that are easy to fit into your busy day. (Don't you hate long, droning seminar recordings that last an hour or two each?)
- ★ A bulging CD full of vitally important forms, checklists, questionnaires, documents, and guides — all the essential documents that you might take years to formulate and perfect on your own, including:
 - 4 Pre-written Messages for Advertising the Job Position,
 - 7 Separate Guidelines for Efficiently Processing and Screening Applicants,

- 6 Essential Startup Spreadsheet Documents Your Assistant Will Need,
- The 3-page Independent Contractor Agreement,
- A Complete Guide to Personalizing the Assistant's Startup CD
- A formatted time log for your assistant to copy and use immediately,
- A comprehensive training checklist so you don't forget any important detail,
- Step-by-step Guide to Team Development, and
- The 5 most important employee letters every business needs, prewritten, standard communications for laying off, terminating, or just warning an assistant in a businesslike and professional manner.
- All of this is also provided in MS Word documents and Excel spreadsheets, ready to incorporate directly into your business and print on your letterhead.

All created by successful real estate entrepreneurs who understand the business of real estate investing (and we all know real estate has enough unique details that most business books don't even come close to applying in our business!), and all for only \$797 when you **call today at 800-391-9390**.

To ensure your success as you grow your business, you will also receive a CD with actual **Personal Assistant Interviews and Meetings**, dealing with real-world situations in a direct, matter-of-fact way. You will get 14 short, easy-to-listen-to tracks that you can use to guide you through what many consider the most daunting part of having an assistant: direct, interpersonal communications that are clear and concise and leave no room for error or misunderstandings. This \$69 value CD is yours, free, with your system.

Plus, you will receive six months of **"Key Elements Phone Conferences"** with our Advisory Board members and active real estate entrepreneurs around the country. These 45-minute to one-hour sessions are designed to cover one or two specific issues each, with direct input from investors who have seen their business explode by using this system and breaking through the artificial "plateau." This service may be subscribed to for \$99 a month, but you get the first six months free with your system. Your **Personal Assistant Interviews and Meetings CD** and the six months **"Key Elements Phone Conferences"** add an additional value of \$663, for a **total value of \$1458 -- all for only \$795 when you call today at 800-391-9390**.

There's no sense reinventing the wheel when you can apply these strategies to your business immediately. Our experts have worked out all the details, all the ins and outs of how to have a **Personal Assistant** whose work will increase your profit to totally offset the cost — now *you* can learn these secrets, from how much you should pay right down to what message to put in your voicemail. Everything you didn't know but wanted to will be spelled out in this **simple, ABC-123, follow-the-dots system**. You'll soon learn why you can't afford NOT to have a

Personal Assistant (especially one that *pays their own salary!*). You get the complete system for an investment in your business of only \$797, and we're so certain of the value of this particular system that:

We Guarantee It Will Make You – Or Save You – At Least FIVE TIMES The Cost Or Your Money Back With Our 500% ROI Refund Guarantee.

Real estate investors who go it alone – and that's the vast majority -- become their own bottleneck and create their own "glass ceiling" in their businesses. Every super-successful real estate investor has come to the same conclusion—having a one-person-show is nothing more than another "job" doing all of the little tasks that a trained Personal Assistant can do instead. Isn't it time you gave yourself a raise, and instead of diverting your time and energies doing "go-fer" duties, started getting paid as a full-time real estate investor? It's easy, IF you have this system in place, and your own copy of *The Assistant Who Pays Their Own Salary*. **Give us a call today at 800-391-9390** to put your business into the ranks of the pros who grow, and make this year the best one ever!

Best of Business Success!



Alan Brymer

P.S. We know that *The Assistant Who Pays Their Own Salary* isn't for everyone. Some people are convinced that they know all they need to know. These folks will pass up this opportunity to cut their workload in half while fattening up that bottom line. If you still aren't sure bringing a Personal Assistant into your business will help you ***make or save at least Five Times your cost***, why not go ahead and try it and see?

You get the concise, information-packed 124-page study guide, 7 CD's of recorded training in short, 10-minute "bites" that are easy to fit into your busy schedule, 43 forms, letters, and checklists...everything you need to take your business to the next level by freeing up your life and starting to do the really important things.

Plus you'll receive the Personal Assistant Interviews and Meetings CD and the six months "Key Elements Phone Conferences" – a total value of \$1458 -- all for only \$797 when you call 800-391-9390 today.

P.P.S. Keep *The Assistant Who Pays Their Own Salary* for 90 Days unconditionally and see for yourself. If you decide you can use some or all of this system to improve your business' efficiency and make more money with less effort, we'll guarantee that you make a **500% ROI with no time limit**. It doesn't get much fairer than that.

Call today! 800-391-9390

About Alan Brymer

Alan Brymer is the creator of *Key Elements of a Systemized Real Estate Business* and the Founder and President of the Utah Valley Real Estate Investors Association. He has been a full-time real estate investor from the sale of his first venture property at the age of 22. By creating a structured, organized approach to his business, Alan has raised millions of dollars in private funding and has become an expert in creative real estate transactions.

Alan's real estate investment company won the Utah Valley Entrepreneurial Forum's "Top 25 Companies Under Five Years" Award. Competing companies were judged based on profit, growth, funding, job creation, and job quality.

He is a frequent guest expert for the news media, having made TV appearances on KSL's Studio 5 Morning Show, iProvo, and Spotlight with Dana Robinson as a real estate expert. He has also been published or highlighted in The Salt Lake Tribune, Deseret Morning News, The Daily Herald, Utah Business Magazine, Connect Magazine, The Provo/Orem Chamber Insider, Intermountain Investor, Mortgage Mag Weekly, The Scotsman Magazine, Utah Valley Business Quarterly, and The Salt Lake Enterprise.

In addition to his real estate experience, Alan is an expert at systemizing businesses. Like many, he attended seminars and bought courses but found that while the *techniques* of real estate are frequently taught, there were no courses that showed how to *streamline and run a business* in the level of detail that he was searching for. He began to develop systems for his own real estate business, which has allowed him to do more deals in less time each month. He has incorporated these into his consulting and is now presenting them as complete systems modules.

The *Key Elements of a Systemized Real Estate Business* grew from his private consulting with experienced investors to improve their operations using proven business systems and principles. Today, serious real estate investors can, for the first time, take their business to the next level using the buying and selling techniques they already use with the world's first planned business system to streamline the real estate investing business and increase profitability.