

THE EVENING WITH GEORGE DOUGLAS

NOTES

You've already got some background but I'll give you a little bit before we get started. So George and I have known each other than either one of us cares to count. You don't mind me giving your age do you? You don't care.

George: You already have a hundred times. What's the difference?

Dan: No I meant the specific number, not the fact that you're one step away from the grave. I just meant the specific number. So George is 76. And is a grand old master of this field, a great student of this field. He and I have known each other a long time. We've had some raging arguments. He built an amazing business. So I will tell you one representative story.

His offices, if you could call them offices, at one time employed 290 some odd people. Most of them on the phones talking to inbound calls mostly from people sent packages about his opportunity. So basically it was one big, giant, old building in the middle of nowhere. And the two things that stuck in my mind the first time I went there is some of the reps taking calls and making sales, I think because of growth, were at wall phones on the wall standing up or sitting on kitchen stools with fold down desk on the wall.

The other thing is, is one guy who had an office and I'm not sure the merit system that moved you from the phone in the toilet to the phone to the cubicle, I don't understand the program. So this guy he's got pink phone message slips in piles on the file with bricks on top of them – red brick, white brick, blue brick. And I said, "What's the deal with the bricks, right?" And he says, "Well we've got a lot of leads. And I get back to them as best I can." He said, "So the ones under the red brick they've called at least three times. The ones under the blue bricks they've called twice and the ones under the white bricks we think have only called in once." And he said, "I'm never going to get to the ones under the white brick until they move to the red brick." He said, "I'm doing the best I can." There were leads everywhere and this was the system.

I might add, by the way, these guys were in the computer business. But there was organized chaos to all of this that was impressive and when you hear some of the numbers and translate them to today's revenue you'll be very impressed. And amongst other things, which is where I want to get to tonight, all of these sales occurred there was a timing issue and it was the right thing at the right time and all that. But they really mostly

occurred on the strength of George communicating with the prospects, in print and on audio tape.

And he is one of those guys that is not only deliberate and smart about it but there's an intangible...so you watch Michael Jordan play basketball and you can see some mechanical things but you can't really explain the entire performance by mechanical things, top golfer same way, top harness racing driver same way. There's a notch above the conscious, deliberate, knowledgeable how to. There's something else they do. And so he has that sort of this instinctive intuitive connection with the people who bought these opportunities. And so I want to get there.

Look most of the guys from this particular golden era of the opportunity business are already dead. So he's stubbornly hanging around. So you don't very often get an opportunity. If you went back and looked at the big businesses in the ads there's a few. I'll show you one tomorrow that's still here and still cranking but of that era most of these guys you can't pick their brains because they're either dead or the brains are gone and the body's still sitting in a chair somewhere. So I was always impressed, Halbert you could pick Halbert copy out if you knew Halbert. And you would look at it, I remember Ron LeGrand brought it to a Platinum meeting. He had Halbert doing an ad for him and he had four other ads and if you didn't know pick the best ad. Nobody would pick the Halbert ad. Everybody would pick the other ads. The only reason I was right that day was because I recognized it as a Halbert ad. And I can't tell you why because if I hadn't I would pick one of the other ones too but Halbert could connect with every man in a way that transcending mechanics.

And George can connect with people considering opportunity in a way that transcends mechanics. So we'll get there tonight but I want to lay a little background so you have a sense of where all this came from. And then it's really up to you guys to pick brains. Not me. So I'm only going to go so far and then I'm going to let you have it. And you should know George has made it very clear he will answer anything. So you can ask anything that you like. So with that said, and I'll tell you what, I changed my mind.

George: That's unusual.

Dan: So before we do the business stuff I want to tell a heart story. So I changed my mind. So you should know you're looking at a dead guy. And I know he's moving but he's dead. So start with him dead and tell me how the George got a heart story. Do you need a prompt?

George: No I just want you to understand my wife told me to never tell this story.

Dan: Well no, you don't have to tell how you died.

George: Oh you got to do it. I can't tell it without.

Dan: Okay.

George: I was making love to my wife. Reached a climax and died on top of her.

Dan: It's a good way to start a story. It's a good way to start a story.

George: My wife is the smartest woman I ever met in my life. I started dating her when she was 15. I was 16. I've never had another girlfriend, never. I don't know what it is. I just have one. Bull.

Dan: It's shameless to use that.

George: Shameless? What's that mean?

Dan: But it's effective. It's effective. Well you got them all on your side now.

George: Well I didn't know that. What am I talking about?

Dan: You dropped dead.

George: Thank you.

Dan: There you go.

George: So she has been trained over our lifetime to handle anything. And so when I died on her top of her she picked up the telephone, call 911 or whatever number you call. I think it's 911. And told them what happened. And they said, "Do you do CPR?" And she said, "No." Alright you do what we tell you to. And she said I did what they told me to and within...I live in the country. I live on a farm. And I live a long way from town and they got there in five and a half minutes. So I would've been dead in six. I was dead but they couldn't revive me they tell me, some of you probably know more than I do about it, about six minutes and that's all there is to it. So they got there in five and a half minutes, put a defibrillator on me and got me going.

And then they took me in the hospital. I don't remember any of this. I don't know of anything for probably a month. But they took me in the hospital and put a defibrillator in me and then started rehabbing me

because my heart was working at the time. When I woke up the first thing I said is, "Did you remember to put your clothes on?" And she said, "I'm not sure." And I said, "No I don't think I'd of been worried about it either at the time." But that's what happened there.

Then I was put in the hospital to recuperate. I put a defibrillator in me to recuperate and they told me that they would put me on the heart list because my, excuse me, I had cardio myopathy. With you all that don't know means that my heart enlarged all the time and cardio myopathy, at least what I know about it, and is not a whole lot, is that your heart just simply increases and as your heart increases it doesn't work very well and eventually it bursts. And mine was at a point where it was going to burst and then it obviously did. And that's what happened to me. My heart didn't burst but my heart just stopped.

And so I put in the hospital. After I was in the hospital I was taken out and I could walk but if you have cardio myopathy like I did you just don't have any energy and I just couldn't do anything. And so I put my sons in charge. I had three sons. I put my sons in charge of the business and I recuperated for about two years.

And during that time I went into the hospital once a month. They would do all the tests. It was a large heart firm and the nurses would do all the tests and then the doctor would take your papers and look at you and talk to you for 15 minutes and explain to you what's going on, etc. And I had been on the heart list for two years. I was getting weaker all the time. Every time I went into the doctor's office I felt worse than the last time I went in. And I was just going away. And I knew it. It was pretty obvious to me.

And so we had been on the list waiting for a heart for two years. And we went in one day, I had a female doctor. And I went one day and they did all the test. We went in her office and we sat down. She looked at the test and looked at me and said, "Your heart's getting worse all the time. You're not going to be here more than two years." And I said, "You don't have to tell me that. I can tell you that because I just don't feel as well every month." I said, "I'm pretty obvious what's happening."

And so we went on with our conversation, went on with our conversation. About 15 minutes later she says, "And it will take you three years to get a heart in Indianapolis." And I said, "Lady you're not making any 'F' sense." I'm not saying it here but I did say it then. And I said, "If I'm going to die in two years it'll take me three years to get a heart. Why don't we go out and find one?" And she says, "I don't know how to do that." And I stood up and said, "I do. Goodbye." And I left and my wife's going...she follows me out the door.

I have built businesses for years and the first thing I always do is go to the library and ask the little old ladies at the library what books to look into. And so the next morning I went to the library. And I told the little old ladies at the library what I just told you and she said to me, "Have you contacted UNOS?" And I said, "I don't know what UNOS is." It's United Network of Organ Sharing. And they're supposedly and I say supposedly because I don't think they do a very good job of it, they try, but I don't think they do a very good job of controlling the heart, where transplants go and so forth.

Again I don't know a lot about that incidentally. I don't mean to be professional in that because I'm not. So she said, "What I would do is contact all the hospitals." And I said, "Can you give me a list of them?" And they said, "Here's who to call to get a list of the hospitals." So I called the list, whoever I was supposed to call, and I got a list of 467 hospitals in the United States that did transplants. And I then went to the...the little old lady said, "When you write the hospitals make sure you give them all the information. Make sure you give them your records. Make sure you give them that you're a successful business man and you can move and you can afford to pay for the heart. You want to tell them, make sure that they understand," and it sounded like Dan talking, "That what you wanted and how they can do it because you got to help them." So I said, "Fine I can do that."

So I went to the doctor's office the next day, this really happened. I went to the doctor's office the next day and I asked the secretary or the lady that was there waiting, probably a nurse, told her what I wanted. That I wanted my records because I was going to go out to look for one and she says, "We can't give your records." And then she goes on and tells me all sorts of stuff I don't even remember. The end of it was she wasn't going to give my records and I looked at her and I said--I stood up. She was sitting down. And I said, "Maam, you don't understand, I'm dying. I'm going to go someplace and get a heart. Now I know the reason you won't give me the records is that you don't want to lose a million dollars that's going to cost to get my heart, your firm. But let me explain what's going to happen."

I said, "You see that chair over there." I said, "Tomorrow morning I'm going to be sitting in it. Every person that comes in this office I'm going to tell them what we just talked about and what you will not give me my records and why. And if you think that you're going to have somebody throw me out you better bring two big guys because I guarantee you I'm going to fight them. Goodbye. I'll see you in the morning." I left and at 9:00 I came back and they had my records. I swear that happened.

Dan: Well the rest of the story's better.

George: So I got my records. I wrote a letter that basically said who I was and that I needed the heart and that I could move any place. I could afford to pay for the heart. And that I have a lot of things to do in life and I was not willing to, I explained my family, etc. I've been putting out a Christmas letter, it's about 12 pages that tells everything that happened in my family that year for 43 years. And so I put a copy of the Christmas letter in there and told them just who I was and what I wanted, that's all. And I said, "If you can get me a heart, I need a heart within six months. If you can get me a heart within six months would you please give me a call?" That's it.

So the next week I start getting calls and they're all from young girls in the office saying that they can't get a heart either. They've got the same problem. They have more people that need hearts than they have. And so I knew that was coming.

But then I got four calls from four doctors all over the United States that said, "We're interested. Come see me." So my wife and I went to see those four doctors, flew to them. And met with them and we chose the one in Lexington, Kentucky because I live in Indianapolis. Main reason is my kids could drive, I have four children, could drive to Lexington with no problem. It's only a couple hours.

So they said, "We can get you a heart within six months but you have to live here and you have to be our hospital once a week," the same as I was doing, once a month, the same I was doing before. And so we said, "No problem. We'll come down next week and get an apartment and we'll move there." And that's what we did. We moved to Lexington, Kentucky. They said that before you come in they looked at my insurance. The insurance I had at the time was not very good and so they said that I had to pay \$27,000 up front before they would take me and they thought my insurance would cover the rest of it. So I gave them a check for \$27,000 before I went over and I went in.

And basically we got an apartment in Lexington. My wife loved Lexington. I like Lexington. But she absolutely loved it because she'd never been associated the southern Kentucky people and they're great people. And she kind of liked it there. So we had a nice time there.

Incidentally my son had a three people over at our house one time for dinner. Boys, they're about 17 at the time. And someone asks about something and my wife and I was telling them about a place we'd been, how wonderful it was and my oldest son said, "Don't listen to them. My mother and father can make a wonderful place out of every place they go."

They've never been to a bad place." And I just want to tell you that because we do think that way. We have trained ourselves to like things because it's easier. My mother trained me to like all foods. It's easier. I don't have to refuse any. She trained me to like all people because I don't have to worry about disliking anybody. Honest to God it works. She trained me not to remember bad stuff. My mother could not remember, she lived till she was 93, anything that ever happened to her bad. She honest to God couldn't remember a bad thing in her life. And she taught me that and that's what I do. I don't even do it intentionally. You ask me something and I'll say, "I don't know."

Dan: Alright so now we're going to stop the heart story.

George: Well I'm not even done with the heart story.

Dan: Well we're done. We're going to go onto business. But I what I wanted you to hear is that with lead generation by direct mail to 467 hospitals.

George: That's where we were going.

Dan: Yeah. But I got him from the heart. Okay. And how many people do you think don't do that who are told, "Sorry it's not happening," right? Most people. And the direct mail piece, by the way, we should publish the piece that got you the heart.

George: I have it.

Dan: So okay. So now I want to jump to business. You can finish the heart story later if we've got a lot of time. It's entertaining. He gets a heart from a drug dealer that nobody else wants and it takes the mother out of...it's a great story. The clock's ticking. We got the point made that I wanted.

So now let's lay some foundation for Q&A. Well it is my meeting. So the business. You with me?

George: I'm working on it.

Dan: Okay. So the business, you are finishing that story in your head weren't you?

George: Yeah.

Dan: So the business let's take the start, the computer business services.

George: Okay.

Dan: When, where, why. At the start of the business, that ad that I showed you this morning, what did the start of that business look like?

George: I was in the automatic dialer business.

Dan: You guys know what automatic dialers are?

George: I was the largest automatic dialer business in the United States. I had two manufacturers and I was doing a wonderful job and the government comes along and says, "No more dialers." And they gave us about six months I believe and so I went to my office staff I said, "We're changing businesses. I don't know what business yet but I'm going out to find out and I will have, within six months I will have another business and we'll be rolling again." But I said, "I don't know what we're doing but the government is making us stop the dialer business."

So I went out looking for another business. And how I did it was I went to all of the businesses that were, and it was big in those days, I don't know how it is now. There were a lot of companies going out presenting in hotel rooms business opportunities. You've seen their ads in the newspaper. They put the full page ad and have you come into the meeting. And I went to about seven or eight of them. And I found one that I liked, which was a bi-weekly mortgage. I liked it.

So I bought that program and had it sent to me. I took that program to my computer programmer, who's a crazy nut that works in his office with a rat in his cage. He has a regular rat this cage and it's on his desk that he works with but he's a brilliant programmer. And I said, "I want you to copy this program but I want you to change it so that they can't sue me and that we can make it a little different." And he said, "I can do it."

So he took that program home and about two weeks later he called me back and he said, "I've got two more you can add to that, two programs that you can put in there to sell with it." And I said, "Great put them on there." And about a week later he called back and said, "I've got one more." And I said, "Great put them on there." And so I ended up with four programs that you can run from your home with a computer. Now computers in those days were something that everybody else had but you probably didn't have one. Most people didn't have them. And so we bought computer parts and made our own computers and we put our own computer together. We put all the programs. We put our own programming. I had at one time six programmers at the end. But we put our own programmers together. We put everything together and I went to a very nice small town in Indianapolis and had a very adequate building to

run off of. But I didn't make it fancy. What I made it was friendly. You felt like you were home.

NOTES

I'm a circus nut. I love circuses. I have a collection of the old side show banners. Some of you are old enough to remember them. The fat lady and all of those. And my whole meeting, which is about half this size was full of all side show banners. My whole office was full of side show banners. I have a circus collection, a circus picture collection that my whole office was full of circus pictures.

I've listened to Dan talk about making people feel comfortable with you. I love people. I honest to God go to shopping centers now in my retired age, sit down and watch people for two hours. My wife says the craziest thing she ever heard of. What are you looking at people for? The same people all the time. I said, "No they're not the same people all the time." So I enjoy people and that enjoyment of people evidently came across in my talking to people.

And so I started with four programs. I decided to make a cassette tape explaining the programs. My first cassette tape was 30 minutes. My second one was an hour. Then I went to an hour and a half, two hours, two and a half. I ended up with three hours of cassette tape that you had to listen to. Now most people say, "That's ridiculous to put three hours. Nobody's going to be listen to that." I want to tell you something if they're interested they'll listen to six hours. I've had people listen to that tape five times before they bought. I said, "I can't understand how you can listen to anybody for 15 hours--same thing over and over again."

But if you make it interesting enough, if what they're looking for is what you're telling them you can talk as long as you want to. I don't care how long you talk, as long as you are interesting. As long as you are giving them what they want to hear and you got to figure out what they want to hear. You got to know your prospect. You already know that.

So I put out a cassette tape that was not done by professional organization. It was done by a man in his house. Most of his recordings were done in his closet with all of his clothes hanging down because he told me the acoustics were good. I don't know about that. All I know is they sounded good on the tape. I liked what it sounded like and his clothes didn't smell too bad. So it worked well. We made our cassette tapes. Basically what we did is ran ads, and you know the ad. It said earn \$4,000 per month.

I said I got that ad through riding a horse, and I did. I promised my daughter if she graduated from college I would take her horseback riding in Colorado up in the mountains for a week. And she just graduated from college and I was taking her horseback in Colorado, who she eventually

fell in love with one of the hands there and moved there for three months. Thank God she got her senses and moved back. We went there and rode up in the mountains. It was a great adventure. What am I talking about?

Dan: I'll clarify process while you think about it.

George: I remembered I wasn't supposed to be going off and I was worried about what you were thinking. That's why I lost my train of thought.

Dan: I was thinking that here we were off in extraneous bullshit again.

George: Yeah. I knew what you were thinking so that's why I paused there.

Dan: So to clarify process, some version of the ad you saw. Pretty much the ad I showed you ran, gradually it ran everywhere because like the carbo ad it turns out it worked almost everywhere it ran. And so it's purely lead generation ad. They requested information and out went an information package, which pretty elaborate. Big fold out brochure with the picture of the computer and all the programs, sales letter and as he said three, and I think it was longer than three hours because I think those were three 90 minute cassettes if I'm not mistaken.

But in any case so really to understand it and buy it they had to sit through and listen to those tapes and read the long letter and read the brochure and then they either ordered or they called in and talked to the reps.

George: The situation is they called in and all they did was got a human being. I would never have a recorder answer my telephone at the office. And I had a human being that talked to them and said that we would send you the literature out and you will be assigned a program advisor that will work with you to find out which programs you're interested in because we had 42 different businesses you can from your home with a computer at the end. We started with three then I found out that they would like to know the company is growing all the time. Also there was businesses that I thought we could start, put on to that. So we added about two a year, maybe a little more now because we added four or five a year I guess.

And we added businesses all the time and the concept is very simple and I want you to get it because it's important. My whole theory in business--when a man and wife came to me and we're talking about putting \$10,000 out to start a business. She most of the time said, "I know we'd like to start a business but John do you remember that when we start the business and it fails we just spent \$10,000 we don't have?" And I know that was the question because it was a question to me at one time. My wife and I

both answered that question when we started the business. I was bankrupt at the time.

And so I asked, forgot where I was again, what was it?

Dan: Their concern about losing \$10,000.

George: Thank you.

Dan: You're welcome.

George: I lost my train of thought. I'm sorry.

Dan: It's alright. We'll come back to it.

George: My 76 is bothering me.

Dan: That's alright. So we'll come back to it. So process, they call in, they talk to you a human, they get sent the stuff, they're preassigned a program advisor.

George: Thank you. That's where I was going.

Dan: There you go.

George: We told them they were assigned a program advisor. The program advisor as soon as the request got in the program advisor sent them a letter with a special number they were to call the program advisor's individually at other than the office. If they needed it at any time they could call that number. The program advisors were mostly people that I knew. All three of my sons were. They basically, my tape, my CD was so good if any of you have a desire to have the CD I'd be glad to make them up and whatever they cost me I'll send them to you. I haven't done that yet.

We have them on CDs now. They were on cassettes but I had a man put them on CDs. Basically use that as an example because the way that was done was very good, even though I did it myself. It was just natural and what I wanted to do is to get them to like me and my family and I in the process. And when we, I was explaining to Dan today, one of the biggest things we did is we opened our, I live on a farm built 1835 in Indiana. And we've been there 45 years and we've added something to it every year for 45 years and it now has everything on it. And so we would, everybody that would start in our business I invited, number one, every Saturday, this is important. I want you to understand I met with people, whoever wanted to come in that Saturday and I would talk with them for about three hours

from about I think it was 9:00 to 12:00. Then we fed them lunch and then the program advisors were there and then they worked with them on what program they wanted. But I gave a presentation for about two hours about all the different things that I wanted to talk about and then I opened it up for questions and let them ask questions and then we ended it.

After that we took them over to the house to see the farm and fed them lunch. My wife has been with a pitch man like myself, meaning me, for ever since she was 15 and she knows what to do. She knows when to smile and when not to smile and she's wonderful. And she's also very honest. And so she would work, talk to the people and answer any questions they wanted and that helped them. But they understood, I asked my son the other day why he thinks we, or 'I' I guess I should say, was so successful. He said, "Dad." He's 53 now. He said, "Dad they trusted you. They believed that you really believed what you were talking about. Now sometimes we thought you were crazy but they still followed you and they followed you because they knew that you were doing what you thought at the time was the correct thing to do." And I said, "Well thank you Matthew." Because that's what I wanted him to think. Now what else do you want to talk about?

Dan: Well we should make the point, and it's an important point, that comparatively few ever came but the fact that they could come.

George: About 20 a week came and we sold a hundred a week.

Dan: But the fact that they could come is a great reassurance factor. So how big did this thing get?

George: 52 million, a million a week. A million a week. Then I died.

Dan: Well yeah. Nothing lasts forever. And this was what years?

George: We weren't talking about that were we?

Dan: No. And this is what years?

George: What?

Dan: The years, years, calendar years? When was this?

George: I don't know, 15 years ago.

Dan: Yeah. Okay. So a million a week, 15 years ago real money right? This is a \$10,000 sale at a distance. They were pretty good at it.

George: Our sales of \$10,000 sale but that was the basic sale. We had a lot of different things. We had monogramming where they had to buy monogrammed machines. We had, I can't remember a lot of them but a lot of different businesses that they had to buy other equipment for. So our sales were anywhere from, now if they had a computer we didn't make them take a computer but most people didn't. So it was a \$10,000 package but ended up being either \$9,000 to a \$14,000 package, somewhere in that neighborhood.

Dan: Alright. So you want to play, come play. He and I are yours for the duration of the evening. You now know the story. While they come up last question I have for you before they get in position is if somebody pressed you about, besides the fact that what you just said, they trusted you implicitly. What else would you attribute the success of this thing to if you had to narrow it to say two other things?

George: I sincerely care about people and I want them to do well and I'll do whatever I have to do to help them. My mother trained me properly. My father died when I was nine. I had a mother that taught me, I don't know, just a lot of things that worked and I followed them. I don't know where I was going. Good point.

Audience: When you had your idea what in your mind was the next process in terms of now I've got this idea? You've got the crazy computer programmer with the rat. How did you now decide to go in terms of what media? I've got five questions in one. Once you had the idea what was the next step that you thought in terms of taking it out to the public? What was your thinking in terms of okay I've got this idea now I want to get it out there?

George: Thank you. I know your question, I can answer it. I developed--my programmer developed the four businesses. I put them together. I ran ads in Indiana in newspaper like the other people that were doing that I said I went to see because I was going to copy their programs, their style. We were in the automatic dialer business before that time. We had the largest automatic dialer company in the United States and we're still doing automatic dialer. What I'm doing putting this together it still hasn't been outlawed yet. It's going to be in another month or so but it hasn't happened yet.

And so I put the program together. I put ads in six towns in Indiana, three small and three large and I put on six programs. I have a motor home and I got in my motor home and I went to the town. I put the program on. The next morning I got up and started redoing the program and every night I would change it. I would try a little something different the next night, and the next night, and the next night, and the next night. By the

sixth night I had sold six units at \$8500 each but I didn't think it was enough to do it the way that I had been doing it because my salesmen usually sell half of what I do. That's pretty normal. I have some that sell as good as I do but not very many.

So I wasn't really happy with what happened to me that week. I had made a decent profit but I hadn't made enough profit to do the things I wanted to do with it. So I came in the door, we were in the dialer business and we did just advertising in the sales magazines that's all. And one of my sons met me at the door, ask me how I did and I told him I did alright but I'm not happy with it. And he said, "What are you doing that for? Why don't we just run ads like we do in the dialer business and let's see what happens?" And I said, "Okay let's try it." So we ran two ads and I think Specialty Salesman and Direct Salesman Magazine and we sold I think it was 14 sales the first week of having that in and I said, "Andy that's it."

Dan: And those ads were lead generation ads, right? Brought in leads.

George: Totally lead generation ads. That's all they are. They're basically call in to get the literature.

Audience: Can you talk about what you follow, after you got the lead what was the next step? What did you send them? Was it just a letter?

George: Oh no, no, no.

Dan: Just that whole big package.

George: We sent them a package that was a big envelope. It had full color literature in it. It had a picture of my farm. It had a picture of my family. It had a picture of all the program advisors. It had all the offices in it. It had a picture of what we're doing. And then I, again, in that packet had a three hour cassette tape that they had to listen to before. We wouldn't sell them unless they listened to that cassette because I want you to know everything you possibly can know and then I want you to write down your questions that you have, this is what the girl told them, I want you to write down the questions you have. When you call your program advisor I want you to ask him as many questions as you possibly can ask him because that's what we pay him for. So don't worry about questions. Write them all down.

And then they just went and they called the program advisor and the program advisor's job and income was to sell. And they worked on straight commission. I didn't pay them any salary at all.

Audience: Thanks. Great stuff.

Audience: You just actually answered my question, so thanks.

Dan: Alright. Okay, what was your question? John.

Audience: All the businesses that you sold what were the most popular amongst the people who took them on and what were the most successful? I guess beyond that if you were in the opportunity business now what businesses would you consider to be the best go after?

George: Well some of you may not like my answer but if I were to go back in today and I would love to. I just don't have the stamina to do it. My mother trained me to do it right when you do it and if I do it right it takes 12 or 14 hours a day and I got about three hours a day that I'm worth a damn. So it doesn't work as well as it did but if I were to go in business today, do it exactly the way, I'll do exactly what I did. I'll go to all the magazines. I'll pick the ones that I think are any good. I will order their program. I will copy it and put it together because why?

I started to say this while ago and somebody very rudely cut me off I think. I believed, and I do believe, that when that woman pays the \$10,000 to business or the ones that don't the reason is the wife said, "John we're not going to pay \$10,000 for that business. Because if it isn't successful we're in the hole." But when I said to them, "I have 43 different businesses you can run from your home with a computer and if one of them doesn't work for you, you can trade it in for another one."

Now I got scared with that one because I know some of them will get all 42 of them over a period of time so I added \$50 to it. And I told them in my cassette tape why I'm doing it. I said, "I don't want you to order them just to get them. And I'm afraid some of you will. So I'm asking you to send in \$50 with every time you change your mind so you'll have to pay at least something in order to get the program. I don't want your \$50 believe me. But I want you to have something involved in it." And it worked. I had very few people take advantage of it. They took advantage of it but not without sending the \$50 to me.

So we eliminated or basically eliminated the scaredness of 10,000 and nothing. My answer to them was, "If you can't do one of these 42 businesses," I said this in the tape, "If you can't do one of these 42 businesses I suggest you keep your regular job because you probably shouldn't be in business. If you can't make one of those 42 work for you I really don't think you ought to be in business." And I believed it and I still believe it.

Dan: An analogy to that.



George: So my point to you is...

Dan: Wait a minute. Just remember your point. So I want to give another example. So the analogy, so when Jeff came to my seminar he was selling to financial planners, one way to build the practice and the refund rate was astronomical. The business was not successful. And the thingy he was selling them how to use the telephone to get people to book appointments and coming to the office, which everybody wants to result. They want more clients, they want more importance. They didn't like that shovel when they saw that shovel.

So my suggestion to them simply was, "Well let's give them a 101 shovels." There's bound to be one they're going to like. Do you know 101 ways to get a client into the office instead of one? The exact same principle, right? And so a cafeteria line is better than one thing almost always. Okay, now your point. Oh go ahead.

George: I don't remember.

Dan: Okay.

Audience: The first part of the question is what did you see people finding most popular and also what actually turned out to be most successful?



George: Most popular I can possibly answer. The second I really can't answer because I don't really know what was...the monogramming was very successful. We had a monogram machine and we taught them how to monogram. I had a lady in there that was really good. And she would work with them on how to monogram, etc. So the monogramming machine was good. It worked well for me. That was, remember, 15 years ago.

Dan: Why do you ask? Why does that interest you?

Audience: I'm interested in what is people finding more desirable, what's attracting people?

George: I know what my answer was. I know now what the answer is. How I did it is I just simply called and got all the programs that were out there and then I bought the ones that I thought I could do and then I changed them so that I could do them. So I literally didn't invent anything. I copied everything. I don't think I've ever had an original idea in my life. Why? You all almost bought it already. If I just copy yours I can do it a heck of a lot faster. So I don't think I've ever had an original. I



really don't think I've ever had an original idea. Maybe one but I don't think so.

I'm a very easy man. I take the easiest way or try to anyway.

Dan: What most of the programs had in common is not unlike what you saw with Gold by Inch. They were things that people could easily 'A' see themselves doing and somebody wanting the end result product of. So it didn't stretch anybody's.

George: The bi-weekly was also one.

Dan: Imagination. It was very popular.

George: It was very popular.

Dan: Bi-weekly mortgage to help people pay their mortgage off twice as fast. There was several major players in that field. Dave is a major player in that field. And so again he copied the program, plugged it in to their computer program and there it went. But I would not lose the importance of the four to six to eight to 12 to 42. That was brilliant.

And the umbrella, of course, is at home with your computer. So even though people didn't have one they knew what one was and they were getting one, which was some added appeal. Because you're not only getting put in business you're getting...

George: That was a big thing. They wanted to buy a computer anyway. They couldn't do it and it was an excuse to buy a computer. I think that had a lot to do with it. Even if we don't get the business at least we'll have a computer John. So yeah I think that had a lot to do with it. Try to bring into your program anything and everything that'll work.

I wanted to mention one other thing-- I told Dan I wanted to tell you. I've been to a hundred meetings like this. My wife used to tell me, "We need a new couch. What are you doing to go on to a new meeting?" And she said, "What do you get out of these meetings?" And I said, "Well if I can just get one little thing, a phrase, a sentence, an idea, something I can put over here that I can move this to here and this over here and this over here." I've watched you. That's what you all are doing. Did I answer your question?

Audience: Yes you did. Thank you very much.

Dan: Alright. Big guy. Bill you want to go next?

Bill: George as you look back over your career any regrets? Anything that you would want to do over on? Any big lessons, something that didn't go well or that you would've done differently as you look back at it?

George: No I think everything I did was wonderful. I'm not bullshitting you. My wife thinks it's awesome. You just can't be that positive. "What aren't you telling me," she says. I can't answer you. I think I did everything wonderful. It's what I intended to do.

Dan: Now without giving you details and sucking up a bunch of time there was some very ugly episodes in this career, right? But in reality, in the overall outcome they didn't matter.

George: I had my top sales manager in an office one time and I said to him and I was sincere, I said to him, "I don't understand." We had about 200 people in the office at the time. "If you ever want to know what the problems of the world are have 200 people in an office. You find them out real quick. And I said, "I don't understand how these people have all these problems." I said, "I don't have any of them. I don't have the problems." Larry says, "George, you have more damn problems than anybody I ever knew. You're too stupid to know about them." And I said, "Larry that may be true but it's working."

Dan: Alright big guy you were next.

Audience: George I wanted to know what type of commission did you pay the sales guys?

George: They all made between \$100,000 and \$200,000 a year I know that. What amount I don't remember.

Audience: Yeah, just percentage wise.

George: I can't remember what it was. One of the most brilliant things I ever did, as he said modestly, was I decided that I could run my office real well. That my office people could run it better than I could if I would give them a chance. So I put them all on a bonus. I took a percentage of the income every year and we had a Christmas meeting where they all got bonuses usually from \$10,000 to \$20,000 each. And they got bonuses, percentage of the income. Now what that did for me is I never fired anybody because the people got them working. And I got to tell you I only fired probably seven people in my whole life because I would transfer them. I would say, "Now wait a minute. We have 12 departments in this company. We have 12 managers. If you can't work for one of those managers I don't think you can work for anybody. Now which one

do you think you can work for and what type do you want? Because I want you to be successful with us."

I also hired people that nobody else wanted. A lot of those people that were in my office couldn't possibly get a job anyplace else. But they did wonderful things for me because I love them and they love me and we told each other every day and we really had a good time and I ain't bullshitting you. It worked. It was fun.

Dan: We could back the percentage out probably if we did some calculations of how many units an average guy did in a year in order to make, but it's less important than the fact that...

George: I just don't remember what percentage.

Dan: Yeah. It's less than important than...

George: I just worried about income. I wanted to make over a hundred.

Dan: That's exactly right. It's less important than that number, right? Is what the income needs to be for, first for the caliber of person you want to be in that position. Then you got structure it backwards so that they can reasonably hit or exceed that number.

Audience: One last quick question, Dan before one time you had spoken about George's leads and you said you went to the office and they were all under rocks.

Dan: Bricks, actually to be technical. This one guy had piles of them under bricks. Yeah he had the incoming call slips sorted by who had called in three times, who had called in twice because they had so many leads coming in at one point. Like you said they're hiring three sales people this month, three more. I mean literally these leads were, this thing was...

George: Oh that's what I told you I wanted to talk about.

Dan: Did you just rudely interrupt me?

George: No I politely interrupted you.

Dan: There you go.

George: I spent a lot of money on advertising. I can remember spending more than my profits on advertising when I first started. I saw it. I saw the sales. I knew what was going to happen and I knew where I was

going. And I think the biggest thing I can give you today is my life has been planned from the day I started. May I go into this?

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Dan: If you must. Yeah go ahead.

George: When I was a little boy I used to buy cigars and go in my mother's sunroom and smoke them and act like I was a millionaire. I was about 14. When I met my wife she was 15, I was 16. When she was 16, about a year after I started dating her I knew that was the woman I was going to marry. I gave her a list of the things that I was going to do in my lifetime. I was going to be a millionaire. I was going to live on a farm. I was going to have a boat. I was going to do all these things. I was going to have four children, three boys and a girl, which is what we had. I don't know how.

Dan: Now there aren't any that didn't fit that profile buried at that farm are there?

George: Well you're kidding, she did lose three children.

Dan: Okay.

George: We lost three. But then I sat down when we first got married and I did the opposite of what my mother told me to do. I had her list everything she's ever thought she wanted or would want to want. And I promised her that I would get it for her. And it sat on her kitchen table, refrigerator and I have gotten her everything on that list. I have had a magical life. I'm not shitting you. I have gotten everything I wanted in my life. I've done everything I've wanted to do. Why? Because it was fun. I never worked a day in my life. Honest to God I never worked a day in my life.

Dan: Do you want to connect the loop here to spending a lot of money on advertising or do you want me to connect the loop?

George: Take off.

Dan: Well the loop is knowing where he was going and what he was doing. He did what a lot of marketers just aren't willing to do. He primed the pump real well. And engineered a business that allowed him to outspend every competitor at the time.

George: And my wife.

Dan: And your wife, well out earn the wife. Outspend the competitors. And what George never did was never try and figure out how to spend as

little as possible on driving the business, on getting a lead, on getting a customer. That was not the way the game was played. The way he played the game was how can I spend as much as possible and still--obviously, have the outcome that I wanted? And it really is a defining difference I think between clients that I've worked with over the years and between marketers is whether their approach is how can I spend as little or their approach is how can I engineer the business that will allow me to spend as much? And the magical life really is not the result of magic. It's the result of math that enabled it. That's my close of the loop.

Okay who was next? Where's the little guy?

Audience: I lost him.

Dan: You lost the little guy?

Audience: My question is related to the advertising. If you recall what was the cost per sale?

Dan: That's an interesting question. How much did it cost overall or average or from start to finish? How much did it cost to make that sale?

George: Well if I can believe the same figures I've been giving lately I've been saying we've been doing a million dollars a week. So that'd be we did four million a month. And I've spent about a hundred thousand dollars a month on advertising. What is a hundred?

Dan: Well plus commissions. So if you added it all up.

George: I think you said advertising didn't you?

Dan: Yeah. Okay, so ad cost per sale?

George: A hundred thousand dollars to get four million, whatever that is.

Dan: It's an okay ratio. Now you would add in now, if you wanted to get the total cost per sale, you'd have to add in the fulfillment of the direct mail packages that went to the leads.

George: Yeah, all that cost.

Dan: Right. You'd have to add that in. Follow-up pieces because there were follow-up steps and you would have to add in the commission to the rep. Right? It's a pretty safe bet 25% CPS.

George: I went to a party one time with all Shell men. It was a cocktail party and there were a hundred of us there.

Dan: Shell Oil?

George: Yeah. And these--Shell Oil, four guys were sitting there all night long bitching about all the things Shell did wrong. It went on and on and on and on. And finally at the end of the evening I said, "Fellows I'm confused here." I said, "How can you lose that much money and still make money?" And they said, "We make so much money it doesn't make any difference." And on the way home I told my wife, I said, "Jeannie I figured out what you got to do. You got to make so much money it doesn't make any difference and that's what I did."

Audience: That's good advice. Thank you.

Audience: George, I'm in business with my father. He's about your same age and I'm about the same age as your son. Your mother taught you to like things. How did you hand the father/son relationship in the business for all the years? I know there's some other family businesses in the room as well that might be interested in that. And how did you or were you able to keep family and business separate?

George: My family has always been involved in my business. When they were little boys they were involved. I have done a lot of things in my life. I've ridden a horse across the United States. I have done 30,000 miles on the water on boats all over the world. I've done lots of other things I'm not talking, just stuff, okay? They've all done it with me. When I quit the business my sons ran the business for two years and bankrupted it. I had trained them for five years up to that.

My sons are very nice people, have very nice families but they did pick up what I know? Nothing. They're unable to pick it up and I'm not criticizing because they do wonderful at other things. But the ability I have to motivate people, the biggest thing I can do in my life is to get other people to do things. That's what I've done all my life. I've never done anything else, mainly because I'm lazy.

So my top sales manager was the laziest man I ever had in my life, much lazier than me but he was a very good salesman. Does that answer your question?

Audience: Yeah. Family businesses have, I think, their own difficulties and stressers.

George: My sons were extremely successful as salesman for me. They were up in the top 10 every month. So they did well. But when I died and went out of the picture and they had to run it for themselves they couldn't do it.

Audience: Thank you. Appreciate it.

George: And I wouldn't have done that that quickly, incidentally. I would've done it over a period of time and I might've been different. But the way I did it didn't work. It wasn't voluntarily. I didn't do it that way on purpose.

Audience: Thank you.

Audience: George I was just wondering after you acquired these clients you made one large ticket sale to them. You have any sort of follow on program or any other [inaudible 71:41].

Dan: There was no back end to this at all.

George: Dan talked to me about that years ago. My answer to that question was that I was doing so much in the front and busier than I knew what to do to start with. I was not a great office manager. I was a good office manager. But I was not great. I was a great promoter and motivator of people. I was wonderful. But office managing I did adequately. So I didn't go into other areas in the same business when I knew that if I had, simple thing, I could do that or I can put five more ads in for the same business. Why go into something else? That's why I wasn't at that stage.

Now if I had lived long enough I'm sure I would've because the business would evolving and I know we would've. But we were still in the growth stage.

Dan: He would've had to. The big change in the math of these things, see he was not along although he by far was maybe the biggest if not one of the biggest. But there were a lot of opportunity marketers, as well as a lot of training companies that had little or no backend.

But the cost per sale, there was a lot of profiting in the initial sale. So again \$100,000 of ad revenues driving \$4,000,000 worth of business. Those would not be your economics today and so just like you could go buy [inaudible 72:18] on today and you could build a business around it but you'd have to treat the business very differently because we were buying half hours in major markets for \$300 bucks to run the show. And today you'd pay six grand for the same time block. So his cost-per-sale

situation would be different. Everything else would work but the CPS would be dramatically different.

And so the businesses today, even the \$10 book guys, most of those guys have no backend. They didn't do anything with those customers. They sold them books and they rented the mailing list. That was their backend. And some of them, every once in a while, threw a seminar. That was it. There's not the sophisticated, multi-step backend that you're familiar with today but they really were in a position of 'heck why bother we're not even running as many ads and sending out his mail pieces as we could for this thing and we're making a lot of money it,' right? Today that would not be the case. This business to make that \$10,000 sale today the CPS might very well be five, \$6,000.

And so the sophisticated backend on the business is now almost an economic essential. But with that said any of these things that you looked at from the 60s and the 70s almost all of the work today if you attached the sophisticated backend to it.

Audience: Thanks.

Audience: That was going to be my question about the backend. So maybe I could turn it into, do you want to tell the rest of the story just to irritate Dan?

George: The what?

Audience: Tell the rest of the...

Dan: She wants to hear the rest of the heart story.

Audience: The heart story. I got my business question.

Dan: Fine. So we have time. You may pick up with you're in Lexington.

George: Where'd I stop?

Dan: You're in Lexington. You're waiting. You're going in every month and you're waiting now for the heart.

George: Well when I went in I had to put up \$26,000 to go in.

Dan: An hour ago it was \$27,000.

George: Really?

Dan: Yeah.

George: It really was 26. I don't know where I got 27.

Dan: Just for the record.

George: Well my wife says I have a tendency to do that. She says, "You always raise the dollar on everything." I was always the highest priced seller in my business. I started out in the cookware business, cookware, china, crystal, silverware and I always sold for probably twice as much and I don't mean a little bit. I mean a lot a bit. And all of my competitors I was always the top salesman in the company and they were always saying I didn't have the right to sell it for as much because I was screwing the people. And I said, "Well I don't know. I sell it for what I have to sell in order to do my advertising budget and in order to sell." So I've always spent a lot of money on advertising and put it in the price. I believe in it completely. And I think if you're scrimping on your advertising, scrimp on your office. I did not have a fancy office. I had a very nice office but I did not have a fancy off. And I didn't want it fancy because I wanted them to understand that they could run a business without a fancy office. Why do I want a fancy office? They're not going to have one.

I was trying to explain to them, if you saw my literature you'd know that I said that my wife and I started the business from our home, in the basement of our home, which we did and that's how it started and it was just the two of us. And then I hired one man and two men, and then another woman and then it took off from there. So I wanted them to understand that they could do the same thing. Where was I talking about?

Dan: The rest of the heart story. You gave me the 26 grander, 27 grand and now you're waiting for heart.

George: You got it. You're the one that got it started. So I paid them \$26,000 and we moved to Lexington. My wife loves Lexington. About two months later I get a Medicare card. I never applied for a Medicare card. So I called them, first place, I thought you got Medicare when you got 65. I was 62. I'm telling you this so that you'll know it.

So I called Medicare and I said, "You just sent me a Medicare card. I shouldn't be calling you but I got to know how come? I'm only 62." Said, "Let me look." So she looked it up and she said, "You have applied for disability insurance. If you have disability insurance for [I think it was for six months] you automatically get a Medicare card." I didn't know that.

So I took the card into the hospital, my Medicare card. Now the first thing you have to know is I have now in six months know everybody in that

hospital by their first name, especially the guy that deals with the money. So I went into her and I said, "I just got this in the mail, a Medicare card." And I put it on her desk and I said, "Could I get my \$26,000 back?" And she says, "I don't know. Let me do some telephone calls and then come right back in the morning." So I went back in the morning. And she said, "Yes you get your \$26,000 back. Your insurance will pay for everything that they don't pay for and the insurance will pay it all."

Now you know that if it was your hospital or my hospital, at least it was my hospital, I would've said, "Mr. Douglas, we're going to have some extra expenses maybe and would you mind if we keep the \$26,000 to keep so that if we do have any cost that Medicare won't pay you'll pay?" What would I have said? It was not a personal hospital. It was owned by a state. It was part of a University of Kentucky hospital. So anything that's part of government doesn't give a damn. I wouldn't have given your money back. I'd of probably said, "Mr. Douglas in truth if you gave us another 26 it'd really make us feel better."

Dan: Alright, so get to the heart. So get to the heart.

George: And so we went there and we took the test every month. They put a beeper on me and said that I could not, I had to live within 30 minutes of the hospital. So I owned an 87 foot actual paddle boat and we moved the paddle boat to Kentucky, up the Ohio River to Kentucky River and I lived on my paddle boat while I was waiting for my heart.

And so I had a captain on the paddle boat. The captain and I and my wife went to dinner at a Japanese restaurant. It took them a year to find my heart instead of six months and they called me and they said, "We have a heart for you except it is by a drug dealer. The reason we're offering you the heart..." I was 62 or four or five at the time. "We're offering you the heart because nobody else wants to take a chance on taking it. We've done test and we don't think there's anything there but we can't always be sure. So you are taking a chance." Then I said to the doctor, "Doctor what would you do if it was you if you were me?" He said, "I'd take it. You're getting kind of old." They don't like to give them over 60 because they'd rather give the heart to a younger person and so would I rather give them. I would've died and let a younger man have it definitely. I said, "Fine with me. Give it to me."

So we were eating, Dick or Jack and Jeannie went and got the car and I walked out to the car and I remember get in the car and after that I'm blank. Remember I told you my mother taught me how to eliminate all things bad? I don't remember anything. The only thing I remember is waking up two weeks later after I got my heart and Jack is in the bed, my captain became my dearest friend. He just died of cancer. Jack was in the

hospital bed with me next to me. I don't know how my wife did it. She still won't tell me. She got Jack, it was a double room and he stayed with me. Jack's theory is, and I'm telling you never go in the hospital alone. Have someone there 24 hours a day checking all medicine because all that's dealing with you is humans. Just like you and me and we all make mistakes. And you've got to check on them. So Jack checked everything.

And I was in the hospital for about, I don't know, three or four months and one morning I woke up and he said, Jack said, "You're down to 142 pounds." I went in at 195. He said, "They're not feeding you enough and I've got the gal coming up." And she came up and I couldn't eat. They fed me intravenously or whatever you call it. And he said, "You're not getting fed enough." And so she came up and they doubled my feed. Now why the doctor, he looked at that chart every morning when he came in. Didn't he look at my weight? I don't know. I still don't understand.

So anyway that's what he caught, that was [inaudible 83:17]. So I stayed in the hospital for I don't know how long. You forget to how to walk when you've been in the hospital--you've been laying down so long. So I had to go through all that stuff and then we had to stay there for six months because the biggest thing they have is rejection. That's the biggest thing. Some of you, I'm sure, are some kind of transplants in here. And you have to take transplant medicine.

There were five of us in my graduating class, myself and four other guys. And they're all gone. I'm the only one left. My wife's theory of why I'm still left is number one you're listening to it. That everything is positive to me and I've had a magic life and everything. I've got wonderful kids and a wonderful wife and it's sickening to listen to me because I just, I think there's been a magic spot made for me in this world and I just kind of went through it. And I don't know why and I don't know how but it worked. And so that's my story. You got any questions on my heart?

Audience: [Inaudible 84:33].

George: The person that gave it?

Dan: Yeah.

George: That's a great story. You can get the name of the person that gave you the organ if the person that gave you the organ will allow it. So you call up the organ place and say, "I'd like to get the person that got the organ, gave me the organ and would you contact them and have them contact me?" So they did and she called me. She's a very nice lady from Alabama. Little tiny town in Alabama. And she said, "I'm so and so and I was the boy's mother." This was a 22 year old boy that had gotten into

drugs and was a drug dealer and got shot in a drug deal. That's what I think.

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She says he died. There was a drug dealer shot in Lexington the day before I got my heart. And that's what I think happened. I think that's who that was. But I never really found out exactly. It might not have been. Anyway. I called her up and I said, "I'm on my paddle boat in Hope, Alabama. We're going to Mardi Gras next couple days. I want you to come and be with my family and go to the Mardi Gras with me." She said, "I'd be glad to." So she took a bus up to there and I met her and I entertained her for three days. We went to the Mardi Gras together and I'm a wonderful person to have as a Mardi Gras because I get all the beads. I just get hundreds of them. I get all of them. I [inaudible 86:20]. So I got her a lot of beads and I had all beads I could find her.

After the Mardi Gras was over we went back to the paddle boat and the paddle boat has a big dining room and we all sat around the dining room, about 12 of us, around the table family and her and after dinner was over she looked up at me and says, "George I've heard my heart in my son, excuse me, I heard my heart in me. I heard the heart in my son. My hear it in you?" So I went over to her and pulled up my shirt and she listened to my heart and the whole table cried including me. It was probably the most beautiful moment I've ever been in my life. It was just one of those moments that got halo over the top of it. But that's my story. Did I tell it right? Anything that I missed?

Dan: Go.

Audience: Thank you for sharing and for being here.

George: Thank you.

Audience: One of the questions that comes to mind is I've run several successful businesses and been very blessed with a lot of things as well. One of the things I'm always looking for is, to some degree, the next big opportunity that we're trying to attach to our business or so that we can help other people. And you went through a process where you were getting ready to get shut down so you went and found another business. If it were, you had one successful business and you kept adding on to it. If you had to do it now what would you go look for? What would be the aspects? What would be you'd look for now to find that successful thing? Technology is really what you latched on to then. And I did the same thing and I've latched on to it some now.

George: You've got to understand what I really did. I can't run a computer.

Audience: I get that. I understand that.

George: I don't run it. It's beyond me. I couldn't do typing. I graduated from Army type school. You had to type 18 words in a minute to graduate. I took lessons for six weeks, eight hours a day and I was supposed to 18 words and I cheated on two of those to get out of there. So I don't do anything with my finger. My mouth's the only thing that works on me.

Your question is what would I do now?

Audience: You bet.

Dan: To find the next big thing.

George: Well I think what I did then was so powerful that I would find five businesses that we're working right now and copy them and start all over again. I think my concept of saying to them that if one doesn't work you can have another one is so powerful I definitely would use that. It's comfortable.

Audience: So what I heard you say was you'd go find five successful businesses and basically try to regrow or duplicate one of those.

George: I would duplicate them, change them. And what I then have is if you call me I say to you that you have a business but with me you get me C-D-E and F business too and the other guy only has A business. Now if you're going to go with them who you going to with?

Audience: Right. Thank you very much.

George: You're welcome.

