

Speaker 1: 00:01 Hello, welcome to the same side selling podcast dedicated to modern sales and marketing innovation and leadership. Here's your host, Ian Altman.

Ian Altman: 00:15 Hey, it's Ian Altman. My guest this week is Scott Ingram. He's the host of the sales success stories and daily sales tips podcasts. His is actually a quota carrying sales professional in his spare time. We're going to talk about the biggest misconception people have about the top performing salespeople. We'll talk about the attributes that he's found are common to some of the top performers and we'll have a spirited discussion about CRMs and what makes them work and not work as well as those common traits of the top performers. You're gonna learn a ton from Scott Ingram. Well, I'm glad to have you here. Can you start by sharing something surprising about you that our audience may not know?

Scott Ingram: 00:59 So you know what, I'm going to, I'm going to take a different angle on that because I wouldn't think that this would be surprising at all, but somebody told me the other day like, oh my God, I was shocked to learn this. So as, as you said in the Intro, right? I, I've, I hosted a couple of podcasts. We've got the summit coming up, we've published a couple of books. People are amazed that I am a quota carrying account executive with a \$3 million quota. So, you know, all of, all of the stuff that I do is in some ways very, very selfish because it's, it's an opportunity for me to learn and me to get better and for me to apply these things. Uh, and then I just have to work really, really hard to have a, a great productivity system to manage this all is, is the real trick at the end of the day.

Ian Altman: 01:42 Well, and I think that's the magic of it is that it's not unrelated. It's funny, in my, in my business I, I obviously speak a lot of events. I keynote a lot and I still every single quarter or work with a small number of clients and people said, well, gee, why did he do that? Does the consulting make sense? And I said, because as soon as I lose touch with how things are really working in the field, then I become less relevant. So I actually seek out who are the companies where 18 months from now it's going to be a great case study because they're going to be able to apply all these concepts. And those are the companies I like to work with. And if someone just says, hey, we're doing well, we want to do better, it's less exciting for me. Then the people were, hey, we're struggling with something. Oh cool, let's go fix it. So I think having your finger on the pulse of that is, is incredibly valuable and it's something that's sorely missing.

Scott Ingram: 02:36 Well, and I love that approach, right? I think that for me, I mean, my perspective is, and I love the fact that you know, you're, you're bringing that real world experience to what you're doing on, on stages all over the world. Right? My, my

whole philosophy and the reason I created Sales Success Stories in the first place was I think that we can learn most from the people who are the best right now. And so that's really been my focus is, is these these number one top 1% performing sales professionals. I feel like if you're doing it then, then there's a lot to be learned from that way. Not to say that that there's not a lot of value in and the folks that are that are out there writing all the books and, and presenting all all the time. But it's just, it's a piece of knowledge that I feel is, is really untapped. Like this, this just raw practitioner. There's so much information out there these days. How do you actually apply it? Like which pieces do you choose to go out there and implement and what's actually working for you in, in today's marketplace?

Ian Altman: 03:43 Yeah, it's, it's, it's great knowledge to tap into. And, and with that, you've obviously talked to a lot of these top performers. What's the greatest misconception that you see that people have about top performing sales people?

Scott Ingram: 03:56 They're there. So money, it's money. See that's where my head's at and there's, there's so many, I think it comes to, it comes back to all of the stereotypes that, you know, so many have been reinforced by movies and not that those movies aren't fun, but the, the biggest one is, let me just try and throw it all into one big stereotype. If I can right, it's, it's this, the top person is this super hard charging massively extroverted will run over their mother to, to get a deal, uh, and they'll do anything to win type of an approach when the reality is, first of all, the extroverted pieces is maybe the biggest misconception of those. I've interviewed. I don't, I don't ask explicitly, but you can tell, um, just because of the depth that we get into in these conversations, it's probably a 50, 50 split.

Scott Ingram: 04:48 There's, there's a lot of introverts at the top of the food chain. I think primarily because they're just, they're very thoughtful. They tend to be very methodical. They're, they're listening more right there. They're empathetic with those that they're, that they're working with and they're just really diligent in their approach. And just more broadly, it's this, um, desire to serve, right? Servant leadership has been a really significant theme, particularly at the, at the first sale success summit that we did where, you know, when, when we brought all of these folks together in one room, the, I was worried that the egos were gonna get out of control, right? Even, even I had misconceptions about what this is going to be. I was like, oh my gosh, this is the testosterone's going to be get completely ratcheted up and this is going to get, you know, borderline out of control.

Scott Ingram: 05:39 The opposite happened, you know, the level of humility because the, the people who are the best are the lifetime learners. I believe that there's always better and so they're

the ones that tend to be the most tapped into our podcasts. They're, they're the ones that are listening to this right now. Hey, I'm good, but I know I can be better. What, what can I pick up from this conversation that Ian and Scott are going to have? And then it's the, it's also this client orientation, right? The, the commission and the dollars actually aren't the thing, uh, that, that tend to be the biggest driver. It's, it's really the satisfaction that, hey, I served somebody on, I help them get what they wanted to get and if they've taken sort of that approach as their primary focus. And you know what, when you do that, when you serve people in that way and you help them win and grow in their careers and, and move the needle inside their company, they advance in their career. They get in and the cellar, we get everything that we want to get. We get paid because they trust us. They're willing to do business with us, they're willing to refer us, they're willing to get on reference calls. For us, it's, it's this really virtuous cycle. Does that approach and that philosophy really sets up, which is so counter to the, I'll do anything to anybody to get this deal. Very transactional short term thinking that that I think people associate with, with top salespeople.

Ian Altman: 07:10 Yeah. And it's funny because I think it's those, those are attributes that idea of can sell, anything to anybody is an attribute that gets attributed to salespeople, but candidly I find almost never applies to top performing sales people. So the top performers say, look, if I get a sale and I can't deliver the results for this client, these people are going to be the bane of my existence and longterm it's going to cost me too much of my time so I can't afford to sell somebody something that isn't a good fit. Instead I get to focus on can I deliver for my clients and if I can then wow, I'm confident in that confidence shows up in front of the client. The client says, wow, these people are really confident they can serve our needs as opposed to this is someone just trying to sell us something.

Scott Ingram: 08:03 W and w you remind me of, and I can't remember the term that he used, but I had a conversation with Carson Hettie who is one of the top sellers at Microsoft, and he had this idea that was basically it's, it's a triangle and you need to really balance the interests of everyone in the and the interests you needed to be aware of are what are the needs of the client, what are my needs as a, as a seller and what are the needs of my company? And I think that's a piece, especially if you're only focused on this is the comp plan and I'm going to, I'm going to completely max out the comp plan and do whatever I need to do to make the most money. Again, tends to be short term thinking, especially if you're like me, you work for a smaller organization, you've got to think about what's going to be best for the company longterm.

Scott Ingram: 08:50 I mean, I see too many deals out there that get done, you know, especially in the software space where

they know that this isn't, this really isn't going to be a good fit. I'm going to get paid. They're going to buy today, but there's no way they're going to renew that has so many negative consequences down the road. You know, if, if you're trying to, maybe you're trying to go public or you're trying to get acquire, right? And we need to show those growth rates. The worst thing you can have on the books as churn and that negative word of mouth it now is out there because this client's freaking pissed. You know, they spent all this money with you, you didn't deliver. They're going to be 10 times louder than that really happy customer that, that you sold out in the marketplace and they make it that much harder to sell. So you really do have to find that balance and that blend and go, okay, you know, we can't only serve the customer, right? I also have to protect margins for my company because that funds the research and development that funds our roadmap, that makes us better in the future. So we gotta make sure that all of that is, is addressed

Ian Altman: 09:53 Scott. Here's the, here's a question for you. With all the people that you've interviewed, these top performers, what's the most surprising thing that you've learned? What's the thing that that, and maybe it's not as surprising now given the numbers of people that you've spoken with, but early on, what were the things that you were expecting to hear, but you heard something that was very different than what you expected?

Scott Ingram: 10:18 So I think the biggest surprise is technology. I would have thought that the top salespeople would be the ones that have figured out. I mean you, you know, I mean, there's just so much, not just sales technology, but just technology in general, right? Productivity and everything else, right? There's, there's so much technology in our lives. I, I went into this thinking, you know, the, the very best are have figured out how to be super efficient and really maximize the use of technology. What surprised me is, is the opposite is true. They seem to be like super old school and I'm, and I'm not talking, this has nothing to do with tenure, right? Or, or otherwise known as age. Right. I, I've talked to millennials who are, I'm like, okay, what, what are the tools? There's the only tool that comes up nearly in every conversation is LinkedIn, right?

Scott Ingram: 11:14 You're like, linkedin is, is a given in sales. But beyond that, it's, well, I use my calendar, I use email, I hear a lot about, you know, and, and it's funny cause that'll be, that'll get embarrassed by it, but they're like, I, I take a lot of notes by hand. Sure. I'm, I'm not using a, a note taking app. And what's interesting as I dug into that a little bit deeper, and I mean there's a lot of studies on that that just taking notes by hand, your retention is like two x, um, over, over a whole variety of, of ideas. So I think that, you know, there's, there's been so much emphasis and obviously so much money being spent on this idea that technology is the answer and, and the reality seems to be, uh, actually technology

might be getting in your way.

Ian Altman: 12:04 Yeah. Well, and it's interesting that you say that because, um, there's a couple of things that made me think of, one is I have an episode, one of my episodes is with Jamie Cohen and Jamie Mason Cohen is a handwriting expert and he talks about on the episode we talk about how that, the difference in what you will remember when, um, when you take notes by hand versus not and why it happens that way, which is, which was really fascinating. The, the other side of it is that when it comes to CRMs, uh, there's a, there's an article I wrote years ago that still very popular, which said, you know, what's the best CRM? And I said, the best CRM is the one that at its most minimal level meets the reps needs. So as soon as, or as soon as you start asking the Rep to do 20 other things in the CRM, they tune it out and it's like, how do I avoid this? But if you actually give them a tool that makes their life easier, they're all over it. But it's a totally different thing. In the, in the interviews you've conducted with people, how much do you find, how much do you get into the discussions about CRMs and whether they help or hinder their performance?

Scott Ingram: 13:19 You know, not, not very much, although I think that the vat experience and what you will see there matches probably the, the consent, that true conception that certainly a lot of sales leaders have that is, hey, you know, the sales people don't use the CRM. I, I find that in, in a small number of cases they're really enabled by it and use that. But in most cases, uh, you know, the, the real work is, is done on the phone and it's done in email. And you know, like you, I mean this is, this is kind of a personal soapbox issue for me because I think the way that CRM was conceived was as a management tool, right? And, and we want data in and we want to be able to forecast and see the numbers and get into that granularity. But to your point, it doesn't serve the sales rep.

Scott Ingram: 14:09 If CRM made me better, then would use it. In fact, when I was very early in my career, I worked for this little company. They built their own CRM and it was the best CRM that's ever seen in my life. And I'll give you an example. One of the things it would do, it was all, um, just sort of task-based like here's, here's the next action. So you just sort of had this queue. And one of the things it would do is cause I think about my experience with salesforce today. If I could pick up the phone, Ian, and I call you, what's, what's likely to happen when I dial your number, I don't know, 70 or 80% of the time. Voicemail. Exactly. So I'm gonna leave you that voicemail. Well, in salesforce, I don't even want to count how many clicks it for me to log that call.

Scott Ingram: 14:52 Type out. Maybe a little, a quick note about maybe what I mentioned. Now you've got to schedule the next call. I got to do all this stuff. And this CRM, it was one button

because they knew 70% of the time, 80% of the time you're going to get a voicemail. So I would click the left voicemail button, I could leave a note there if I wanted to and two business days later it would pop back up and say, hey, Scott called Ian again and I got, I got so many compliments while I was in that role on my followup because the CRM made me better. So anyway, we digress again, it's a huge soapbox issue for me, but it's I, I haven't seen that tool out there that is really built around the rep and again, if, if we, if that where to be the case then leadership would have all the numbers they need because it would all be in CRM, which is the biggest problem today is most of the data isn't, doesn't live in the CRM

Ian Altman: 15:43 on October 15th in the Washington DC area. I'll be offering a same side selling immersion program open to a maximum of six companies. If you'd like to learn more about it, visit [Ianaltman.com](http://Ianaltman.com) and you'll see a link on the homepage.

Ian Altman: 16:00 Yeah. People don't put data into the CRM because they feel like they're a data analyst, not as, not, not someone who is an account executive trying to build business and build value for the client. It's like, yeah, I also ask them about this and ask them about that. It's like, look, they're not a market market research person. Yeah, this is not their job. They're, they're trying to figure out, does this client have a problem that we're good at solving that I feel we can solve and if so, who do I need to get on board so that this is an easy decision for the client and Oh, while I'm at it, what's your shoe size?

Ian Altman: 16:35 It's just, it's a goofy thing and they don't have time for it and, but, but what happens is somebody in marketing or someone in the organization says, well, when you get this information for the client who's speaking to the clients, while the salespeople are, I've got a great idea. Let's let the sales people ask all these survey questions. And then what happens if someone in marketing says, well, here are the 37 questions that we want to ask. And no one says, well what would you do if you actually collected all 37 piece of data? So next thing you know, the, the marketing is chastising the sales organization because they haven't collected all 35 or 37 data points.

Scott Ingram: 17:12 Well, and then what happens? So I worked for a fortune 500 company that I won't name. Um, and when they initially implemented salesforce and had all of these great ideas, if I were to print an empty contact record, maybe it was an account record, one of those, it was either the account record or the contact record, it was eight pages printed. It was literally hundreds of fields. I'm like, are you serious? Like what actually matters? Where, what am I supposed to do with this?

Ian Altman: 17:43 Yeah, it's funny, I use a tool

called Contactually and contactually it's biggest penetration is in the real estate market, Eh, like residential real estate. And the biggest thing we use it for is depending on the nature of the contact, it just tracks all your email, phone calls, et Cetera. And it says, listen, you said for this type of contact, you want to make sure that you're communicating with them every six weeks and it's been six weeks. So you just need to reach out to them. And it's just one of these systems that is not overly complex. It's just really simple and powerful and it integrates perfectly with email and with your calendar and everything else. So it just, there's no extra work. And I just think that too many organizations, they create extra hurdles and it creates friction within the sales organization and people put it in with the best of intentions. It just sucks people into the vortex of evil.

Scott Ingram: 18:41 Yeah. Yeah. So, so that was it right there. I love the word friction, right? I, I think what you ultimately need to move towards, whether, whether it's just personally and we're talking about self management or, or for your team if you are in sales ops or are you responsible for these types of systems? Like, what are the most basic things that you need? How do you simplify and how do you remove the friction at any point in your sales process? I mean, certainly you want to do that with, with your buyer, but, but how do you do it for the seller too, right? We, I don't need friction in my life.

Ian Altman: 19:10 Yeah, yeah, absolutely. The idea is, yeah, you want to make it so that the buyer and the seller both say, wow, this is really easy. It's, it's funny when organizations have complex bid processes, so if they're gonna, if they're gonna send a contract and agreement to the client, it takes two weeks to get it done. What I always tell organizations is, look, if it takes you two weeks to produce this, what's going through the client's mind? The client's mind, in the client's mind, they're thinking, okay, so we made a decision to do business with you. It's taken two weeks for you to agree to do business with us. Man, these guys are going to be impossible to work with. I'm just going to work with these other people cause they got us an agreement in two days. Yup. The agreement in two hours. And that timing becomes essential. So, so in, in all these different discussions that you've had with people. Are there, are there certain habits or behaviors that you notice that are common across people that you say, you know what, they're just here are these common threads that regardless of industry, regardless of the dollar amount of their, they're selling, the top performers tend to do these things consistently?

Scott Ingram: 20:25 Yeah, I think, I think the, the, your answer was, was embedded in the question. I think it's the consistency, right? It really comes down to, you know, one of the questions that I ask, and I think I've asked this in every interview,

is if they subscribed to a particular sales philosophy, right. Trying to understand is, is, is there some type of, you know, core methodology or something like that? And the answer there is, again, they're, they're basically a student of sales, right? They've, they've read widely, they've, they've done training on multiple methodologies over the course of their career. And ultimately what they've done is they've cherry picked the pieces that it really, at the end of the day, best fit them. I find that if there were, it's, it's really hard to find a true common denominator because there are so many different styles and approaches and everything else.

Scott Ingram: 21:22 If there were one, it's that the best of the best have found a way to be the best version of themselves. Right? So it's, it's a very authentic approach, right? As, as they're evolving and adopt and creating their own sales methodology and their sales process that they're going to apply consistency. It's one that is really tailor fit for them. It's very comfortable for them. It doesn't feel, you know, I'm, I'm not trying to find some weird way to manipulate you and, and do unnatural things. Right. This should feel very natural and, and then it's just, you know, it goes back to really basic things. Like you just have to work really freaking hard, right? There's, there's no shortcuts in any of this. There is no secrets in any of this. I mean the, in a lot of ways, what might be surprising is that there aren't very many surprises, right?

Scott Ingram: 22:22 But what you hear is just the example of what it actually takes and what it is in, in the real world. I mean, I feel like in so many ways it comes back to, it's like the Roger Bannister concept, right? It's, I have to kind of see somebody else do it first before I can believe it's possible. And then once I have that belief, then then the shackles are off, right? Then it's, then you can go kind of go crazy. And that's what so much of this becomes, right? It just, it's a, it's a source of inspiration in a lot of ways. And it's also, again, it's another source of those little tidbits that you're going to pull out as you find what fits you and what fits your style and what fits your approach that really makes the best, most well rounded, most successful sales professional.

Ian Altman: 23:15 Sure. Scott. And, and one of the things that I often find people will say to me, oh well Jeez, so if we're not gonna implement same side selling, what should we implement? And I always say, look, Same side selling is one approach. As long as you find a approach that resonates for you and you have the discipline to stick with it, you're going to be successful. So I have all these case studies of companies that had dramatic growth. And the first thing I always say is, look, it's less about the system itself and it's more people have the discipline to follow a system. And I'd love to say that, oh yeah, you know, gee, they never could have achieved this with a different system. But I would say look, the people who grew tenfold in 18 months or three years, they did it because they had

a discipline to follow a process. I was fortunate cause they selected my process. But any process would have worked. What I'm curious about is in the different interviews you have with these, these top one percenters [inaudible] and you may not ask this question, so I don't, I don't know. But do you find a pattern in terms of people who practice roleplay in essence prepare for meetings in advance? Do you see that as a, as a common thread?

Scott Ingram: 24:31 Yeah. So again, not a specific question and I don't know necessarily about the, the role place piece, role play piece specifically, but the preparation is massive, right? It's, there's absolutely a lot of emphasis on preparing really to do anything, right. There's the preparation for the week, which is certainly a question that I asked, right? Just understanding that the day to day and the way that they're structuring their week and what I, what I find is much like most, many of the executives I talk with, there's a time often Sunday evening, Sunday afternoon where you're preparing for the week ahead, what's coming up, what do I need to get set up, what am I not yet ready for? And that need to carve out time to prepare for. So preparedness is, is certainly a, a big theme. Um, I, I can't answer your question specifically on kind of the, the role playing component though.

Ian Altman: 25:32 Well. So at your event, at the sales success summit, I'd love to know that because I have a sneaking suspicion that oftentimes I see the top performers, those are the people who say, yeah, sometimes we'll just role play with a meeting's going to be like, and then you'll say, how often do you do that? Oh, like every week. Yeah, we'll find one or two scenarios to kick around. And, and so I'm curious if you see that in the top 1%. And um, and now that I've had that, I've mentioned that to the audience. Can you tell people a little bit, cause I think that the approach that you have for the sales success summit in Austin, and it's October, what does the 24th or what were the dates?

Scott Ingram: 26:13 The 15th, 14th and 15th,

Ian Altman: 26:14 the 14th and 15th. October 14th and 15th. In Austin, you do some things very differently than a lot of other conferences. So tell me a little bit about how you curate this and what the structure of the event is.

Scott Ingram: 26:27 Yeah, so the, the first probably biggest difference is, is that curation piece. Um, so 100% of the people on the stage are active practicing sellers. So the criteria for my podcast is I interview active individual contributors who are either number one or at least in the top 1%. I, I joke that, you know, on a team of 300 if I interview the number two guy, I'm willing to settle for that. Um, so all of the, all of the presentations are from those individuals and it's all just deeper dive than the places we've

already gone in the podcast, which, which tend to be very long. You do a good job keeping your episodes short Ian. Mine not so much my, my average interviews place 75 minutes. Like we just, we just go, it's not unusual for me to go to 90 minutes or, or two hours. We just go super, super deep.

Scott Ingram: 27:18 But the other thing I try and do with that event, I've been to so many events and I have so many frustrations with, with just kind of a status quo. What are the challenges I see is the, the organizers try and cram so much content into the event that you end up feeling just completely overwhelmed, right? And, and especially if it's, if it's a larger event and you have to run all over the place and get to different places and, and all that one, you know, we're, we're keeping this very intimate, you know, it'd be probably about 180 people all said and done. And I've left just a lot of white space in the agenda where we're doing it in an Alamo Drafthouse, which for those who aren't familiar, this is a movie theater chain that got its start here in Austin and it's one of those full service deals, right?

Scott Ingram: 28:04 So you get this nice comfortable chair, there's a full menu at your seat, there are servers who will bring you whatever food and drink you want all day long. And so because of that, I don't have to worry about meals. You get to eat whenever you want. And so the structure is all of the content is built into two hour blocks. So there's 90 minutes of content. And then 30 minutes to, to connect, you know, again, the only content is not the only reason you go to the event. The, the other reason, maybe the real reason you go to an event like this is for the connections than for the community. And so we've created a lot of space for that to happen, for those conversations to be had. And um, it's not just the top 1% that are on the stage. Frankly, I didn't have enough room for all of them.

Scott Ingram: 28:53 And I've interviewed something like 70 of them on the podcast, about half of them are coming to the event. So the person you're sitting next to, she might not be on the stage, but she's at the top of her game and you're going to have an opportunity to get to know her and continue that, that dialogue and really build, uh, these relationships that have the potential to serve you in so many ways, different ways. It's incredible. And, and then there's just the experience side of it, right? It's, it's Austin. So we're going to take everybody on a really fun bus ride sponsored by lead IQ down to the salt lake. Right. And we're going to have this great after party. Uh, and, and it's, it's, it's more than just the content. It's the opportunity to connect with likeminded individuals who really just have, uh, a drive and a hunger to take their game to the next level. That's great. I know people can learn about

Ian Altman: 29:42 it at [toponesummit.com](http://toponesummit.com) and we'll

have that in the show notes as well. Is that, is that the best URL for people? Absolutely. Okay. So, and I know that there are a number of top one percenters that listen to this show, so hopefully we'll, um, we'll see some of them there as well. And, um, I just, I, you know what, I, I love the notion of the event and selflessly as a speaker, I love working with the top performers. So for me it's like, man, I love to work with that audience. But at the same time, I love the fact that people are hearing from their peers rather than a, um, an alleged subject matter expert who maybe doesn't have the relevant experience in the field. Because I know that there's a lot of people in this space who, the last time I sold anything was 20 years ago and it was a steak knife to somebody.

Ian Altman: 30:35 And you know, you're talking in front of a B2B audience and they're saying, here's what you should do. And we're all scratching our heads saying that's not going to work. And I think that in your case you've curated this audience and you've curated the speakers so that you're just surrounded by people who are top performers looking to learn from each other. And I love the fact that you said that this group tends to be people who are lifetime learners with a desire to serve and they're empathetic to what else is going on in the world. And it's just a great environment that you've created.

Scott Ingram: 31:08 Thank you.

Ian Altman: 31:11 Scott, what's the best way for people to learn more about what you're doing and connect with you online?

Scott Ingram: 31:18 Yeah, so I'll send everybody to just one spot so you don't have to remember a whole bunch of different things. If you go to top one.fm with the number one, so t o p the number one. Dot FM. You'll find links to everything there. So both podcasts, the book, the summit, uh, you can get on our listener list as if this is of interest and you want to kind of stay in touch regularly and a little bit of a behind the scenes look. That's the best place to make all the connections. And actually I'll, I will offer one other thing cause I love hearing from folks that have invested in themselves and listened to these types of conversations. If this resonated with you, I love to hear from yet. So you're, you're welcome to send me an email. You can email me Scott at top one. Dot. FM.

Ian Altman: 31:58 Excellent. So Scott, thanks for sharing your wisdom and just, I really appreciate you for curating such a great group and sharing your insights with our listeners. So thanks very much.

Scott Ingram: 32:08 My pleasure. Thanks for the great

work you do in

Speaker 4: 32:11 Scott shared so much great information. Let me give you a quick 32nd recap of the key information I think you can use and apply to your business right away. First, those traits, which are, he finds the top performers are empathetic. They have a desire to serve, and they're lifetime learners. The second I love this comment, if CRM made me better, I'd use it and finally, remember that top performers are prepared. They're always preparing, they're preparing for the week ahead as well as for their meeting, and they're looking at their goals going forward. Remember, this show gets its direction from you, the listener. There's a topic I should cover, a guest I should have on the program. Just drop me a note to Ian and Ian almond.com have an amazing week. Add value and grow revenue in a way everybody can embrace, especially your customer.