

myweeklymarketing.

Janice Hostager: 0:01

If you've ever felt like you wear 50 hats or more in your business, I see you. Actually, I've been you and on many days, I still am. We're the CEO, CFO, CMO and the CTO. We do all the purchasing, make the decisions, create the Instagram reels and we even usually empty our own trash bins. We do it all, and I think we all know that that's not sustainable in the long haul, or smart. If we want to grow. When we're just starting out, we do what we have to do, but if you want to grow to be a larger business, you need a strategic plan that goes way beyond solopreneur life.

Janice Hostager: 0:43

My guest today, Jon Morris, has a framework you'll want to follow. Jon started a digital marketing agency with \$10,000 that he won from a second place finish at the University of Chicago's New Venture Challenge, which is pretty impressive as it is, but what he did next is even more impressive. Over the next 16 years, he grew his agency from a one-person shop to one of the largest independent marketing agencies in the world, selling it for \$37 million. Jon's framework for growth and how he applies it to other service-based businesses is what we're talking about today. So if you're not driving right now, you're probably going to want to take some notes because he has some serious insight into planning and growing a business. Here's my interview with Jon. Welcome, Jon. I appreciate you coming on My Weekly Marketing.

Jon Morris: 1:35

Great to be here, Janice. Thank you for having me.

Janice Hostager: 1:37

So you have a really interesting background, both in your education and in your history of running businesses. Tell us more about that.

Jon Morris: 1:47

Sure. So I've actually been in the digital marketing space for almost my entire career. So I graduated college in 1996. I took one day to move. One day then I started my first digital marketing agency, and so my last marketing agency was called Rise Interactive. I did it for 16 years, from 2004 to 2020. I grew it from just me after winning \$10,000 in a

business plan competition at University of Chicago, and I grew it to one of the largest independent digital agencies and sold it in 2020.

Jon Morris: 2:28

April Fool's Day is one of my favorite days of the year. I did lots and lots of pranks on my employees and I feel like it was kind of coming back to haunt me, because I stepped down on April 1st of 2020 and I was right at the beginning of the pandemic. And you have all these dreams of what you're going to do with your time when you finally leave your business after growing into a large company and the airports are closed, the golf courses are closed, the world is closed, and so I started this company Fiscal Advocate right afterward. And the way I started this business is I had a business coach. I would meet with him for every three months for several years, where I would do my quarterly planning and every time I would meet with him he's like you know, the insights that you have to run your business are like nothing I've ever seen. It's a business within itself. And so I had three young daughters.

Jon Morris: 3:27

The world shut down. I didn't know what to do with my time. I was like you know what I'm going to start this business, probably a lot sooner than I would have thought of, and it just kind of resonated with me. I was like it's a business within itself and I was like so Fiscal Advocate was born and what it is, it's a tech-enabled finance management company that helps really all professional service companies, from marketing agencies to lawyers, to engineers, to architects, to management consultants, etc. And it's really all about how do you use your financial data to improve your decision making, to help you scale and grow faster.

Janice Hostager: 4:02

Interesting, so I definitely want to talk about that today. But you kind of glossed over that sentence where you said I went from 10,000 to what? 30 million?

Jon Morris: 4:12

37 million? Yep

Janice Hostager: 4:14

37 million. Okay, so do tell, like what process? How did you come in? Were you like, I mean, digital marketing is very vast. Did you come in as a copywriter or designer? How did you get your start in this and how did you scale it like that? That's amazing.

Jon Morris: 4:31

So there's a few things I did. So the first thing is I used to run a lot of marathons, and if you ever run a marathon and you train for it, it's an 18-week training process and the first long run is only six miles. Your last long run is 26.2 miles, but it goes from six miles then to seven miles and then you actually go down to five and then up to nine, and then up to ten and then down to seven, and I kind of took that approach to running my business. So the first thing is I said, rather than miles, it's going to be dollars, and rather than weeks, it's going to be years. And so I did 12,000 sales my first year I did 80,000. My second year I did 350,000, my third year, 750.

Jon Morris: 5:18

And so I would make incremental investments every year to grow the business and help take it to the next level, and so I had a very long-term view. I actually think that's really important. When I was in business school, they teach you to go raise money, have a five to seven year plan and then you exit the business. I don't like that approach. I like this concept of the pursuit of world class and that every year your business gets better than it was the year before and you take a really long-term view to the business. So that's one thing I did.

Janice Hostager: 5:53

Yeah that is cool.

Janice Hostager: 5:56

Sorry to interrupt you there, but yeah you're right, because most of the time, as entrepreneurs, we don't have that sense of vision. I mean we know where we want it to be, we have our goals, maybe hopefully in place. But this takes strategic planning to a whole new level when you have it worked out to that degree of intricacy. So that's super interesting, but sorry, interrupt.

Janice Hostager: 6:20

Go ahead.

Jon Morris: 6:21

And you actually brought up strategic planning, which is another big component. So I have a saying, which is everyone has a goal, whether they know it or not, or a strategic plan. Whether they know it or not, it's what they spend their time and their money on, and I would generally, around July, develop my plan for the next year. That's when I would start my process, and it was a very detailed plan of what investments I'm going to make in sales and marketing. What am I going to invest in my product? How is my business going to be better?

Jon Morris: 6:54

And knowing the numbers and I'll share them with you in terms of a professional service company or a marketing agency, allows you to make really intelligent decisions. So I'll give you an example: the gross margin, which means your revenue minus all of your payroll, freelancers, technology, anyone that's doing client work, you should have 50% left over, and so if you have a million in revenue, you then want \$500,000 after you delivered for your customers to go back to investing in the business. Most companies I talk to do not know that number, and it is the most important number to know.

Janice Hostager: 7:39

And that's high. 50% is high, right?

Jon Morris: 7:42

No, it's not high. That's the best.

Janice Hostager: 7:46

Okay, okay.

Janice Hostager: 7:48

I'd read like 15% or something like that in go

Jon Morris: 7:52

Not even, just the profitability of doing the client work. Then you have 30% to invest back in your business, so that's sales and marketing, your back office, HR, legal corporate IT, general admin and your finance department and your executive team, and that leaves you with 20% profit.

Janice Hostager: 8:18

Okay, okay.

Jon Morris: 8:19

The typical goal is 20% growth per year and 20% profit. So if you put those two numbers together, you're going to do really well. I made a decision that I wasn't going to target 20%. I was going to target 5%, and so I had an extra 15 percentage points that I put into sales and marketing, and so, relative to any business my size, I was typically spending a lot more as a percent of my revenue on sales and marketing, which allowed me to scale and grow.

Jon Morris: 8:58

Also, because I understood the gross margin numbers so well, where other companies might have a 40% gross margin or a 35% gross margin, we were at a 50% gross margin, and so we used that money to make sure that we had more money to put into sales and marketing, and so a lot of it was really focused on how do we make sure that we get our name out there and people know who we are? The other thing that we did and this happened later on is we invested very heavily in R and D and you know I'm a big believer, you'll you'll hear me probably talk about it five times throughout this, you know, podcast interview is this concept of the pursuit of world-class, and the idea is that I want to make sure that our service is better tomorrow than it is today, and so we would invest very heavily in what are the gaps in terms of what we're offering? How do we innovate? How do we make it better? That not only helped us in terms of making sure that we were sticky and our clients stayed with us, but it also helps you quite a bit in the new business process, and it's very similar, you know, with my current company today. You know, we've built our own proprietary technology platform. I did it much earlier on this time than I did last time. I probably was 10 years in before I started developing, or maybe eight years in before I started developing the technology.

Janice Hostager: 10:28

Okay, well, I mean, something that comes to mind is that, especially when I'm starting out an agency, you tend to do a lot of things on your own right. There's a lot of solopreneurs. A lot of my listeners are solopreneurs too. This is so detailed. I love it. I think it's amazing. Did you have freelancers right away that you worked with, or bringing staff on that you worked with initially, so you had time to invest in that? Because I find that that's a big issue with entrepreneurs it's just that they're spread so thinly that they don't even have time for doing this planning.

Jon Morris: 11:07

So in every business I've done, I've taken a sheet of paper and I've written out my org structure in terms of my leadership team as a solopreneur, and I'm going to tell you first of all, I'm going to talk about who our boss is as the CEO of the company. First of all, let's just say you own 100% of the company. I'm going to tell you you have two bosses. Boss number one is, even if you own 100% of the company, I want to separate out the owner and the CEO. The owner, who owns 100% of the company, has hired themselves to run the business. They don't have to hire you, they can hire anybody, but they've decided they want to hire themselves to run the company and I think that's a really important thing is that you understand that the CEO's job is to maximize shareholder value for that owner, even though it's the same person.

Jon Morris: 12:10

The second boss is the income statement, and I'm a big believer that you need to look and see that the income statement is improving every single year and that the company is getting bigger and the company is getting more profitable and that the balance sheet has more cash, because this is an objective boss. You can't hide from the numbers. And so I want the owner to really hold the CEO accountable to how they're doing in terms of improving the income statement and the balance sheet over time. And I used to explain that no one in my organization, including myself, was safe. I remember one time an employee came to me and was like you know, Jon, you say that all the time, but it really rings hollow, because are you really ever going to fire yourself? And my response was that owners all the time bring in CEOs or experts to run the company rather than have themselves do it. And why wouldn't I if I'm not able to do my job and grow the business? And then the other big element that I want to bring up is most people who start a

professional service company, let's just use a marketing agency. They started because they love marketing and at some point you don't get to do marketing anymore.

Janice Hostager: 13:48

Right.

Jon Morris: 13:48

You get to be the CEO of the company, um, and so I always have people have self-reflection of do you want to be a marketer or do you want to be a CEO? Because you can't be both.

Jon Morris: 14:02

The last thing is underneath the CEO. There are four major roles. One is sales and marketing. So someone is the head of sales and marketing. This is all about bringing new clients.

Jon Morris: 14:15

One is the head of client service. This is all about delivering for the clients, upsells, renewals, profitability of the client, all that work that relates to clients. The third is the head of operations and finance. This is all your back office, so HR, legal, corporate IT, general admin and finance. And last is the head of R&D.

Jon Morris: 14:38

Now, when you are a solopreneur, you have your name in every single seat. So you are doing the job of the CEO and the job of sales and marketing, and the job of operations and finance and the job of client service. And what you want to do is, I generally recommend over a five-year period is think about how you remove yourself from one of the seats. So you might say you know what we're going to start our 2025 planning right now, it's mid-September and I own all five seats. My goal is to get the head of sales and marketing off of my plate, or some element of sales and marketing off my plate.

Jon Morris: 15:22

And that's going to be my big investment and if I do that investment well, it's going to bring in more revenue because I'm investing more in sales and marketing. And then in

year two, I'm going to get all my back office off of my plate. I'm going to go have someone help me with my finances, I'm going to have someone help me with all the operational infrastructure and then I'm going to focus on R&D and coin. And then year three and so, that was a little bit of my mindset was how do I make investments to get these seats off of my plate?

Janice Hostager: 15:55

I love that. I really, really love that, because I think a lot of times, entrepreneurs will jump in and, like you mentioned, they love doing something: marketing, photography, whatever it is but if you come in right away knowing that you're actually running a business and a business does not exist if it does not make money and if it does not make more money, well it exists. But I mean, ideally, you want to make more money as it grows, right, so you want to grow that business, and if you're doing all of the things, all of the time, you're going to burn out. That's just a fact, and so I love that you, right from the get-go, mapped this all out and said, okay, here's my goals, here's what I need to hire, this is you know, and you're so strategic about it. I think that's just genius, because so few of us and I'll include myself in- this you know, really jump in and do that framework prior to actually starting and opening the doors.

Janice Hostager: 16:59

And yeah, yeah. Now I have a husband who teaches entrepreneurship and business, so I mean, I feel like you know, I hear a lot of this from him too, but to really sit down and do it is a whole different thing, and I love that you spelled it out so easily for people, because it really doesn't need to be so complex. You don't need to get stuck in the weeds in this.

Jon Morris: 17:21

No, I actually, that's the other thing is I'm a big believer in going an inch wide and a mile deep. So you know, I have a saying I don't think it's the perfect saying, but it's the one I got which is if you think you need it, you probably don't. And I always say go six months without making that investment that you think you need and really determine did it slow you down? Is it keeping you from growing? And so try to reduce the things you focus on and just go deep in a few areas, and that's where I think you'll find it most impactful.

Janice Hostager: 17:54

Yeah, very good advice, probably advice about any kind of spending, right? You think you need it, you probably don't, okay, so we want to talk today a little bit more about decision making, because that ties into a lot of this, obviously. So can you break down the framework that you have for how small businesses can make smarter, more strategic decisions when they're setting up and running their business on a day-to-day basis?

Jon Morris: 18:20

Yeah, so you know I have a saying, which is it can't be a goal unless you put budget against it. So the first thing that I recommend from a decision-making standpoint is the importance of a budget. You are spending time and you are spending money, no matter what, right? It's just a matter of could you spend your time and spend your money more intelligently? And that's really all that this comes down to from a decision-making standpoint is what do you focus you spending your time on and what do you focus spending your money on, and is that going to help you scale and grow your business? So I'm going to give you a few things. So the first thing is uh, there are only three KPIs that matter, and this is the north star that I believe is the most important thing to focus on in terms of decision making.

Jon Morris: 19:10

So the first one is and you'll you might be surprised, you might not, not, but I can tell you, after working with hundreds of professional service companies, it is often very ignored is how much cash you have relative to your monthly overhead. There is maybe one I mean definitely less than 1% of the companies that I meet with when I start working with them that have enough cash, it is substantially neglected. Now why is that important? And I'm going to give a couple of good examples. The first one is you never know when the next COVID is going to hit, and so having a rainy day fund is just a smart thing to do. I want everyone in a savings account to have a minimum of two times their monthly overhead, so that costs you \$100,000 a month to run your business. I want you to have \$200,000 in a savings account Now. The other example I like to give is that Microsoft bought LinkedIn for \$26.2 billion in an all-cash deal. If you have lots of cash, you have lots of optionality. You get to make really good strategic decisions about what you want to do, and so, by growing your cash, it is a really strong method to grow your business.

Jon Morris: 20:39

The second one is your profit margin. As I mentioned before, your profit margin should be 20% of your revenue. It's comprised of two numbers: your gross margin and what percent of your revenue you spend on your SG&A, which is all of your non-client-related expenses. You get 50% for delivering for your customers. You get 30% for investing in your business. I am okay with you choosing a lower number. I mentioned at Rise I chose 5% for years as opposed to 20%, but you got to see it in the top line numbers. So you know, by me making those investments, I was able to grow at a much faster rate. That allowed me to, you know, really create more shareholder value, grow the business, all the things that go along with it.

Jon Morris: 21:41

And then the third one is year-over-year revenue growth, and I want you to have 20% year-over-year revenue growth. If you can grow 20% year-over-year-over-year, that compounds to a really nice business. That not only creates wealth for the owner but it also creates opportunities for the employees. One of the things I talked about at Rise all the time and I also talk about Fiscal Advocate is the number one thing I can do for employees is grow the business, because it's really hard to give raises, it's really hard to give promotions, it's really hard to give people more responsibility if the business isn't growing.

Jon Morris: 22:24

But if the business grows, all sorts of new cool opportunities present itself. So those are the three major KPIs and then a few, or I would say every decision after that rolls up to those different KPIs. And so I'll give you an example Revenue, year-over-year revenue growth is all based on new business, upsells and renewals, and new business is all based on the number of opportunities, your win rate, your average order value and the velocity of your sales, and so it's a KPI pyramid that goes deeper and deeper, but now you have a framework of what are the key decisions that you make and how does it roll up to those key decisions.

Janice Hostager: 23:15

That is super interesting. I love that, it really just if you know decision making doesn't have to be hard if you look at the numbers and I think that's something that a lot of business owners just don't want to do. I mean, it's hard to look at the numbers,

especially if it's not going well right, but you've built a machine, basically that if you feed the machine, oil it, do the right things, it will keep improving and it will keep being profitable and more profitable year after year.

Jon Morris: 23:51

And I would say also, when you know the numbers, you can have a really good conversation. I have a client of mine, very profitable, very decent-sized organization, and they have a gross margin problem, meaning their gross margin is too low. Uh, and the reason why they're so profitable is that they're not investing in their business at all. So it's basically they're generating tons of EBITA or tons of profit every year, and but they keep on talking about how they want to grow. And my response to them is they don't really want to grow, because if they wanted to grow, they'd either fix their gross margin problem, they would make bigger investments in their infrastructure so that they'd invest more in sales and marketing and they'd invest more in specific areas. So the numbers really tell you the story of what's important to them.

Jon Morris: 24:53

And, by the way, there's nothing wrong with having a really nice size company that throws off lots of profits every year and isn't growing. It doesn't mean that you have to go from, let's just say, 10 million to 20 million or 20 million to 50 million or 50 million to 100 million, like, if you're happy with the profits, you are. But if you do want to grow and you're not making the decisions that are aligned to growing, then I just have to say do you really, is that really what you want? Because you know, what I think in this scenario, what they want is they want to grow, but they don't want to do the decisions that are necessary for them to grow, and so then you have to come to reality, then you're just not going to grow.

Janice Hostager: 25:41

Right, right. If you want to know what's really important, pay attention to your behavior rather than what you think. We all do that, I think. In certain parts of our life we think, oh, I want this, but our behavior really isn't focused on that.

Jon Morris: 26:17

How many times people tell me "Hey Jon I really wanna grow faster and then I follow up with one simple question: Awesome, what percent of your revenue do you spend on sales and marketing? It's like, oh, I don't spend anything on sales and marketing. It's all

word of mouth. And so I was like, well then, you don't really want to grow because if you do then you're going to make the investments to grow.

Janice Hostager: 26:25

Right, right. Several years ago I had a design agency when we lived in Wisconsin and it was a word of mouth and I was busy and I knew that if I wanted to grow I would have to bring on more clients and so on. But there was a certain point where it becomes that much more cumbersome to run a larger business that you'd have to bring on staff you have to get can't work from home, as much, you know. I have to have everybody in an office and so I mean I think there's a legitimate reason for people kind of hesitating at that point.

Janice Hostager: 26:53

But I love that you said that

Jon Morris: 26:54

You get what you wish for right.

Janice Hostager: 26:56

Right, yes, yeah, there are definitely. There's pros and cons to every decision we make in life. Is there ever a time where somebody should ignore the numbers, the analytics, the data and go with their gut? Is that something that you'd ever encountered?

Jon Morris: 27:16

So here's my general response to that. By the way, I once was giving a presentation in front of a few hundred people and the moderator asked a similar question, where he's like don't you think there's just too much focus on data and that we just like, whatever happened is just following your instinct? And I challenged him on that and he got the whole audience to boo me. So, but you know, there's a couple of things. One, at the end of the day, all of us have to make a leap of faith in every decision we make. There isn't a single decision that doesn't require some leap of faith. However, data just helps make that leap smaller.

Jon Morris: 28:00

So the answer to your question is that you're always going to have to make a decision and you want to make sure that you don't get so much data that you can't make a decision.

Jon Morris: 28:44

So I'll give you an example. If you found a \$100 bill on the floor in a mall, you probably don't need a lot of data to know to pick that up. I don't know if that's the best example, but you might look around for three seconds to see if it's anybody's. But you're going to pick it up and you don't have to do a lot of analysis. When, if your house had a huge flood and you all of a sudden need to get a bunch of analysis of what needs to be done and someone comes back with a quote that's just beyond massive, you might want to go get several quotes and get more data on what's really needed and what's fixed. So different problems have different level of complexity of like what you need, but at the end of the day, you want the least amount of data necessary to make a leap of faith towards making a good decision so that you can operate in a fast manner.

Janice Hostager: 29:21

Yeah, that makes perfect sense. And I run into this in marketing, as I'm sure you did too. You know if something's not, if you think something is going to be working or you think, well, I'm getting clicks from this or I'm getting, you know, I'm making some money from this. I mean, the numbers don't lie. They tell a great story, and sometimes it's a sad story and sometimes it's a happy one. But if you don't look at the numbers, you do not know. So I'm with you on that one. I think the numbers absolutely are necessary. But I do run into especially solopreneurs or real small businesses that do have that sort of number fatigue after a while. They don't know which number to look at. Is there some tool or software that you recommend people use, or is it just a matter of mapping it out ahead of time and knowing which numbers to pull out? Or how do you make that decision or make that process work?

Jon Morris: 30:19

The hardest part is knowing what KPIs to track. And I was in a sales pitch about an hour or about a year ago and the person said to me he's like you know, I'm really sophisticated, I look at 315 KPIs every day. And to me, if you're looking at 315 KPIs, you're looking at nothing, because there's just too much information for you to make a

decision, and so I actually want you to think about the least amount of data and the least amount of numbers possible. I actually, in my software, I built something called a CPR score which is based off of your cash, your profit and your year-over-year revenue growth, literally to give people just one number to look at.

Jon Morris: 31:08

But if you just go to three numbers, granted, there's more numbers you need to look at in those scenarios, but let's just start off with, if your expenses are \$100,000 a month and your cash in the bank is \$50,000, and I want your cash to be \$200,000. Like, you're not looking at massive amounts of data. Like you know, I don't have enough cash. You know. Now you can make it a strategic decision. What do I need to do to grow my cash. You know that might take a little bit more insight, but you know the idea is like let's get this down to the least amount of information possible so that it doesn't become overwhelming and you're not looking at hundreds of sheets and you know we want you to look at the fewest numbers you can.

Janice Hostager: 31:59

Gotcha, okay. So if I, let's make this really easy, because I love to simplify things, especially over audio, I think it's hard when you're not able to take notes necessarily. But all right, so let's just say I'm starting a business, so the first thing that you'd recommend doing is granted, it's just you at the time, perhaps is basically hiring yourself. And then mapping out your department heads at that point? At what point do you start doing that, when you are financially able to do it.

Jon Morris: 32:32

It's a day one exercise that you understand, I want you to understand what the job of the CEO is, what the job of sales and marketing is, what the job of client service is, and I want you to understand when you're putting on a different hat, and so I do that right from the beginning. The other thing is you mentioned when you were in Wisconsin that being a bigger company creates challenges. You might have to travel more. You might have to be in the office more. You might not be able to work from home as much. I always ask people to do soul searching of what do they want to do.

Jon Morris: 33:12

I happen to enjoy building companies from nothing, and trying to turn them into large companies, so like my dream for Fiscal Advocate is for it to be one of the largest

fractional CFO companies in existence. When I looked at Rise on day one, when I was interviewing someone, I said my goal was to be the largest independent digital agency in the world, and so I have very clear vision of what I want to achieve. That's not necessarily the right answer. It's the right answer for me, and so someone might say you know what I actually really enjoy marketing. I'm going to do the bare minimum I can on the infrastructure side. I'm not looking to create a huge organization and I just want this company to be profitable enough to make enough money that it was worthwhile to start my own entity versus work for somebody else.

Jon Morris: 34:05

But I don't want to go past 10 people. I'm making this stuff up, so that's the next thing is really goal setting and what do you aspire to achieve? Then, from there it really comes down to what are the newest amount of decisions you need to make to help you achieve those goals. I like to do it on an annual basis. I then like to break it up into a quarterly targets of like what you're going to work on for 90 days.

Jon Morris: 34:44

And then from there I like to break it up into tasks that need to get done over those next 90 days that you focus on.

Janice Hostager: 34:49

Love it.

Janice Hostager: 34:49

Do you just plug them right into your calendar?

Jon Morris: 34:51

I have an Excel, it's a Google Sheet that I use. I've always wanted because I've never been able to find a tool like ClickUp or Asana. None of them work in terms of the way I do it, so I've always wanted to build my own, but Google Sheets is my go-to right now.

Janice Hostager: 35:08

Gotcha, gotcha. It just makes it so much easier than if you can just set aside a day or week or whatever it is once a year or quarter, or however frequently, that it's right for

your business, break it all down into tasks, plug the tasks in, do the tasks and then, before you know it, you'll have achieved it hopefully.

Jon Morris: 35:27

Exactly.

Jon Morris: 35:28

And you know, I try to incorporate the personal side with the, you know, business side where, you know, my anniversary is in October. So it's like I want to make sure that I have, you know, my anniversary well planned. I have these, my three daughters, and I want to make sure I get individual time with each one of them, and so I want to make sure I set up times to do with them. And so when I look at the tasks, I have both personal quarterly goals and I have business quarterly goals and I try to achieve both.

Janice Hostager: 35:57

Love it. Well, this has been super insightful, Jon. I just really appreciate you taking the time to talk with us, and where can people find out more about you?

Jon Morris: 36:07

So you can follow me on LinkedIn. I do a lot of posting. I also have a weekly newsletter called Fiscal Focus where I talk about finance management for professional service companies. You can go to fiscaladvocate.com and you can absolutely always email me at jon@fiscaladvocate.com.

Janice Hostager: 36:28

That sounds great. Thank you so much for being with us today.

Jon Morris: 36:31

Thank you so much, Janice.

Janice Hostager: 36:33

So did you get those notes written down? If you didn't, no worries, Jon actually has a free ebook that he's sharing and I'll put the link to that in my show notes for today. You

can find those notes at myweeklymarketing.com/76. And if you know somebody else who's starting or growing a company, you might want to share this episode with them too. Thank you so much for joining me today. Hope to see you next time. Bye for now.