

## Forever Cash Real Estate Podcast 038

## The 4 Pillars to Fast Business Growth

Hosted by: Jack and Michelle Bosch

Intro:

Are you ready to transform your financial future? Here's your chance to see inside the mindset of self-made millionaires, Jack and Michelle Bosch as they pull back the curtain on secrets that can make you rich. Discover how everyday people are breaking the norms and building empires from the ground up, using a little known yet proven and time-tested wealth building real estate strategies. It's my pleasure to welcome you to the <a href="ForeverCash.com">ForeverCash.com</a> podcast, and introduce you to our hosts, serial entrepreneurs, investors, educators, and best-selling authors, Jack and Michelle Bosch. Strap yourself in for the ride of your life.

**Jack:** Hello everyone, this is Jack Bosch.

Michelle: And Michelle Bosch.

Jack: And welcome to the Forever Cash Real Estate Investing podcast and business

building podcast, if I may add. Since lately we have been talking a little bit more about business building and just about real estate, because after all real estate is

a business, right Michelle?

Michelle: Absolutely.

**Jack:** Right. So Michelle, what are we going to talk about today?

Michelle: Well, what I wanted to share with our audience today was actually an interview

that we did a couple of days ago with our friend Mitch. And I thought it went really well, I thought there's really good nuggets there, and I thought we could

possibly share that.



Jack:

It would be absolute value. It would be of good value to share that. Mitch asked us some really good questions. Mitch Stephen is his name. Some really good questions... He is a good friend of us, real estate investor out of Texas, and...

Michelle:

Yeah, tell them a little bit about what he does.

Jack:

Yes, Mitch has written a book, *My Life & 1,000 Houses*, and he is actually under that title. He has written two books. They are excellent books. You should go out there and go and check them out. Buy them again... You can buy on Amazon and it's like 'My Life & 1,000 Houses.' The thousand is the number 1,000, and under that title you'll find two different books. Both of them are short, both of them are excellent, both of them are to the point. And he has done over... I mean over a thousand house deals, and he owns some storage units and he owns... He is a very savvy real estate investor.

So he interviewed us the other day, and what we want to do is we... And I think the interview was just very enjoyable for both sides. So what we have done is we have cut it together a little bit and we want to share it with you, because the subject is on how to grow your business very quickly by using the four pillars, the four pillars to growth. And that's what we are going to talk about. But before, remember again the podcast interview, the podcast anyway, you can find details about this podcast, the transcripts and a lot of these things on ForeverCash.com/Podcast.

And also remember, we have changed the free gift that we give you for our podcast. And we have changed that to something that's really amazing. It won't be much more right now but go to <a href="ForeverCash.com/Freedom">ForeverCash.com/Freedom</a>. Now with that, let's switch over, right?

Michelle:

Absolutely, let's go.

Mitch:

Hi, this is Mitch Stephen and I'm here with <u>REInvestorSummit.com</u> with another fantastic guest. Actually, I have two guests, a Mr. and a Mrs.... And they are some outstanding phenomenal business people. Imagine if you came to a new country



to learn a new language and start a new business, do you think that would be a little bit of challenge? But here are some people who would have come from different parts of the world, came to the United States of America and started in the regular way that we all started out most of us.

So kind of had a J.O.B. and figured out that was going nowhere, and then decided to jump off into entrepreneurialism that's where all the fun started, and they have a great story to tell. They've been very successful. Well, let me introduce Jack and Michelle Bosch B-O-S-C-H. And we are here to talk about a mastermind that they are putting together. How are you all doing today, Jack, Michelle?

**Michelle:** We are doing great. Thank you for having us here...

**Jack:** We are doing awesome. Thank you, Mitch, for having us.

Mitch: I met Jack at another mastermind group that was really fantastic. We met at a mastermind group but it had to deal with... It was dealing with real estate and to create a real estate strategy and it was very niche, very niche. It was mostly about finding a new product and where to find a product and how to maximize

your profits. And we talked a lot about all that stuff, and it really changed my life.

So I have become I real believer in mastermind groups, because when you get to sit in the room with a bunch of other successful people who are not your competitors and you can stand up in front of them, or they can stand up in front of you and show the numbers, and show the results, and openly be transparent about not only the books in the finances but be transparent about the struggles, not just business struggles but also family and then personal struggles mixed in with business. Because as we know, business is not without life and we all have life inside of business. So they co-mingle and they get tangled up.

So I want to bring them on because I was talking to Jack a couple of days ago and he has told me about this mastermind group that he has put together, and I thought, "Man, that should be fantastic for everybody here at



<u>REInvestorSummit.com</u>, because this covers everybody, this covers anyone who has a business." I would like to invite... Who wants to go first, Michelle or Jack? I want to invite you to tell us a little bit about what your mastermind is about.

Jack: Ladies go first.

Michelle:

Let the ladies go first. So yeah, absolutely, so the Ultimate Board Room is really a mastermind design for the business owner out there that is growth-oriented, that seeks growth, that is at a level right now that no matter what he is doing, in terms of he can't put really more hours, any more energy, any more effort. They are completely either exhausted or overworked. And they've hit a ceiling of what can be done but they want growth. So they know they want that growth but they don't know how to go about it.

So really, we start with the four pillars. The Ultimate Board Room is about looking at the four pillars of growth which are very pretty much business fundamentals. You'll find this in any business. If you want to grow, you have to be looking at these four things. And that is the leader themselves and trying to find out what is the 'why' for the leader, for the business owner. The 'who'... The team that is coming on board to help you create this growth and sustain this growth, the processes and the strategies, and pretty much all the tactics that come with the how in order to make this rocket ship go.

Most of us start with the tactic because that's the nature of the beast when you are doing... When you are in the business as an entrepreneur, you need to pay your bills, you need to do payroll, you need to find cash. Cash was important so you say yes to everything. So what you find is that you find yourself trying to get the momentum going, and you get the momentum going but there's nothing to sustain that moment. So I think that's where the Ultimate Board Room comes in terms of guiding business owners and entrepreneurs through really first leadership development.

Because only when you are at a level of leadership can you really comprehend and understand the need for... to develop yourself in this area if you want to



extend the capability in it, extend the capacity as a business owner, not just in front of your family, but in front of your business, as a leader in your industry. There's some leadership development that needs to happen. So from there again, we go and walk you through a second pillar which is looking at what is your corporate identity. What are your core values?

How are you going to attract the perfect teams to come on board that aligns with your mission, with your vision? Then from there, we go to the strategy, which is again, "Okay, let's look at all the things that we are doing right now. Are they the biggest thing for book? Are they the biggest pumpkin? If not, we need to either stop doing them or identify the one piece of the area, the business that you absolutely love to do." And that will give you the highest margin, the highest impact, the highest 10x growth in terms of... like I said, revenues, profits, impact, and meaning.

Jack:

Or even non-monetary things, like meaning and stuff. Yes, so the Ultimate Board Room, as Michelle said, is the name of our mastermind that has a coaching aspect to it. Because one of the things we realized... Mitch and I, you and I were in the same mastermind. And this mastermind was basically and specifically about figuring out ways to get more deals and things like that in the real estate space, very niche, niche, niche. And I have been part of many other masterminds and in other masterminds it was all about getting more how to do the marketing for internet marketing, or how to do... Anyway, it's always about the niche, niche, niche.

And what masterminds are great at is at allowing somebody to stand up and say, "You know what? This is not working in my business right now," and then have the group of the other attendees of the mastermind basically come in and say, "You know what? I have seen this before and that happened to me three years ago or last year or I just went through this, and here is how I fixed this." Or they are great at saying, "You know what? Here is a relationship that I have. I know somebody who can help you fix this, and that you can fix burning issues to that are happening right now in the moment."



Michelle:

Yeah, absolutely, because if you think about it, Mitch, like entrepreneurs are like these... I think of them as like gladiators. Have you ever heard of that speech from Roosevelt? I mean, entrepreneurs are the men in the arena pretty much. And we need protection and support, but because of this gladiator image, it's a paradox. We are the ones that least have it. And we are closely bombarded with all kinds of noise and pressure from the daily grind of our business. And really a mastermind offers that opportunity to break away to step away from it, from all the noise and the pressure.

And really discuss important things about the business that really affect your life or important things about your life that affect your business, because we are not fragmented individuals; we are whole people. However, when we look at fixing things, we look at just either fixing our marketing or fixing our lead conversion, or fixing a specific aspect but not really a holistic...

Jack:

Right. And that's usually the... Then we've talked for a quite a bit here, but after I say this... So I'm going to shut up for a moment. So masterminds are greater at fixing the burning issue, but what Michelle has just said I 100% agree, is where they are not good is that at looking at the business from a higher stance, from a 10,000 feet level. And say like, "Well, let's look at that. What pieces of your business are broken in the first place so that the hot issue happens in the first place?" Right, so we looked at each other and it is like when we created the Ultimate Board Room, we wanted to basically solve both issues.

Because we didn't want to just put another mastermind where everyone gets their today's burning issues solved. But we also wanted to create something that everyone kind of look at their business from a 10,000 feet level and say, "Oh, my God. I don't have this piece and that piece which is reflected by those four pillars that Michelle talked about - the why, the who, the what, and the how. And then we not only wanted them to identify that these are and meant that there are certain pieces missing. But we wanted to give them the guidance on how to actually fill them because that's the process we have gone through.



It's an ongoing process that you go on as your business reaches the next level. You got to go back in; you got to fill holes again and so on. Something that will never but most people are not even aware that you have to do it in the first place. So what we have done is we basically married the two concepts into what we call a business coaching mastermind, which is basically a mastermind with a coaching aspect where when we meet, we spend the part of the time on sharing these concepts that help people identify their gaps and help them fill them, and masterminding where they can figure out whatever the burning hot issues in the business is that's currently falling apart and have that fixed. And talk about marketing strategies and things like that if that is something that they need help with.

Michelle: Yeah, absolutely.

Mitch:

I mean this topic is very new and dear to me. I have been in the business myself 20 years doing the same thing. And I have tried to get big and tried to automate... I tried and failed three times. But I tried by myself, out of my own head, out my own ways. And looking back now after being to several mastermind meetings, it's no wonder that I failed because I didn't even know... I mean, I didn't know what I didn't know, so there was a big reservoir of knowledge that I had no way of to even pull from because I wasn't even remotely aware that the reservoir was there. I found that set of words pretty interesting.

You said ceiling of complexity. Would you talk to me about what that means? Because I think when you mash all those down, this a perfect three words to describe when an entrepreneur taps out. He can't work any more hours of the day, he can't handle any more orders, he can't write any more contracts, he can't deposit any more money because he is in his own way. Will you tell me what ceiling of complexity means to you in this group?

Jack:

Sure, I can, I mean ceiling of complexity is a term that I think was coined by a gentleman by the name of Dan Solomon. It really means that you as an



entrepreneur... Not you, but out there, the entrepreneur... Typically, as an entrepreneur, you have a certain skillset. And you have a certain capacity of entertaining complexity, of entertaining things and you are where you are in life. And I love what you said that you basically tried it yourself and you didn't even know that there was a reservoir.

And that's what happens to every business owner out there. They are out there and they are hustling, and they are trying on their own, and particular the beginning investor is going to be somebody that makes it on pure ego, on pure just like going for it and says yes to everything and just make things happen. And then at some point of time, they get to the level where they have so many raving customers and they have so many clients that they can't handle them all themselves anymore.

And they need to do a switch from being basically the operator to becoming the manager, to becoming the owner, to becoming the visionary, to becoming the leader of the organization. And usually what happens is when they hit that point, when stuffs start falling through the cracks, the employees that they already have, some employees are starting to become stupid. And I mean that in a funny kind of way because they are not starting to become stupid, they just have no guidance because...

Michelle:

Overworked and tired and when you are overworked and tired everyone around you starts feeling like they are stupid.

Jack:

Exactly, so you are like, "Can't these guys figure this out? I mean how hard is it to do XYZ and so on?" When you start seeing those things and when entrepreneur starts saying those things, that's a clear sign that they hit the limit of what they can currently entertain in terms of their business. And that's a point where they need to start basically like stop for a moment and start gaining more ability, gaining growing as a leader looking above the horizon or above what they can see and basically learn the tools that takes them to the next level.



And those tools are there because billion-dollar, trillion-dollar... Well, billion-dollar, \$100 million businesses didn't happen by accident. There are very clear tools and structures and principles behind these kinds of businesses. And at that point, the entrepreneur has two choices. They are actually three choices. Choice number one is do nothing and continue to be frustrated forever, and have a business that basically is not of this capacity, and it's very frustrating, and it's not predictable in that they make good money but it's really a pain in the butt.

Option number two is to shrink back and basically become a very simple small business again where everything is under control, everything is over sealable. But it is frustrating to not have lived up to your potential. So option number three is to actually figure out what are these tools, what do I have to do as a leader in order to grow beyond that and put in the four pieces. Because it's always around those four pillars that stops happening, and if they make that choice, those are the business owners that we can help, that we can work with.

**Michelle:** Yeah, absolutely.

Mitch: Like I said and I want to take my hat to you Jack because... And I want to tell the audience here. I'm going to buy about 100 houses this year in my hometown. Maybe I'll wholesale about 40% of them. I'll probably retail about 10% of them. I'll probably own and finance the other 50 houses. I couldn't have done that without your help, Jack. And so when you told me that you were going to make this mastermind, I knew first hand that you would be successful at helping

people because you had helped me change my life.

And you would help... Because I'm going to tell you right now, because of you and because of the conversations that we had and a lot of input that you gave me, I was able... I won't see 15 of those 100 houses, I won't see them. I won't see them when I buy them, I won't see them when I sell them, I won't see them probably ever. I might see some pictures of them float across the meeting room table but I have never been to that. The things that you told me and the discussions that we had enabled me to actually... And I'm going to wrap up what



you are saying all in a bigger bunch. It allowed me to own a business and have a life.

That's the point, own a business and have a life. And isn't that what you are talking about? It's own a business, reach your maximum potential. I mean my maximum potential is about 100 houses. It may be a 100 or it may be 150 or it might be 200, I don't know, because if I keep improving just the processes that you helped me learn how to put in, then who knows what my potential is? But the greatest part of that is it doesn't require me working harder. And in fact the less I work and the more I got out of my way, the more volume we did and the more money we made which I found to be completely astounding.

The less I worked physically... I mean, I was always thinking about it, but even now I don't have to think about it anymore; it runs itself. I went hunting the other day for 10 days in a place where my phone wouldn't work. I came back and I had bought more houses than I used to buy when I was here. And I had sold more houses than I used to sell when I was here. I found it quite gratifying, I found it rewarding, and most of all I found... I felt like I was getting my life back, and I was having the best of those worlds. I was able to grow, and I actually start to feel like a real businessman, and then at the same time I was just able to spend time with my family and get my rest.

And now when I show up to work, I actually look forward to going to the Thursday meeting even though I don't have to. I looked forward to going because I'm rested, and I have got my energy back and I'm ready to try to help the guys see what their problems is and see if I can chime in but I don't have to go. That's why I knew you'd be good at this because you were good at helping me and so I was excited about it and I wanted to put you out in front of the audience out here because it doesn't matter what business you have. You're going to hit the ceiling of complexity at some point especially if you started this thing from the ground up. That's quite different than... I watched the man speak the other day that he started a chain of restaurants here and he's going all over the state of Texas.



The people that took it over from him, they got to inherit a three-generation set of systems that had been proven for. Yes, ultimately, no one goes out and originates something from dirt and a lot of times and especially I know did in my case. I outrun my own mental capacity, I outrun... I couldn't handle it anymore. It was getting bigger than I could even fathom. You started adding some extra zeroes to the end of the column and I started to get confused and that's just me. But like you told me, I just brought some people in it and it helped me solve not only that problem but I have sales people now, I have acquisition people now. I don't know the whole thing is just a whole different animal. I haven't been to my office in four or five days and I talk to them on the phone every now and then when I need to but my business is running and wanted to thank you for that and I am looking forward to your mastermind.

Jack:

Well, thank you very much. I was... I'm very humbled to hear about that. Thanks a lot. I appreciate that. Yeah, you said some great things right now and not just about us but about the principle of business growth, yeah. The entrepreneur starts something from scratch and most entrepreneurs are not trained to grow this. I love what you said about outrunning your mental capacity because that's what... It's another description of that feeling of complexity. I've never had anyone say it like that but I would be of permission. I will adopt that because that's brilliant because and that's brilliant because... And that's exactly what happened. You feel like you're constantly running and you know in your mind you can, or you either have created a business that's too complicated or too... and so many tentacles often for you to really be able to do that.

Then it has part to do with the entrepreneur's personality, which is typically in just slated in one direction of like a quick start, a visionary, wanting to do certain things. At some point in time, you've got to bring in somebody or at least you've got to be able to put some other pieces in place while not forgetting your vision because otherwise you'll just basically in the working, in the trenches and forgetting what it's for.



Mitch:

Like when you told me, you said like, "So how are you training your people?" I said, "Jack, I don't train people. I liked the secretary then I... She walked in and we interviewed and I said, 'Okay, you're hired. There's your desk. There's the phone. Call me when you figure out something you don't know how to do.' Then she called me and I wasn't available because I was doing stuff. That's how I trained people. I just sat down in a chair and showed them the phone." I mean it was horrible.

Michelle:

Yeah, I know.

Mitch:

Jack goes, "You're going to have to train them," and I said, "I don't want to train them, I don't like to train them, I don't know how to do it." He says, "Well, you don't have to train them. You've got to get someone else to train them," and I said, "Well that is..." And then all of a sudden, I am like quiet in my tracks like, "Well, there's is an idea but how do you do that?" And so all of a sudden now I've got people training people and I'm not the trainer because here is the other thing I figured out. One of the reasons why I wasn't growing in a certain direction is because I hated that part of it, I hated training people, I hate it. You know what I mean as far as training my employees. Now if you want to buy and sell real estate, I don't mind training at all, but if you want me to train you how to run the office and shut the falcon and stuff and do the spreadsheet and do all the... print out the reports and everything, I hate it.

That is not me. I am not going to do it, and so therefore I didn't get it done. And I finally managed with a lot of help from Jack and a couple of other people to sit down and build a team where I don't have to do the things I don't like to do. I've just got to make sure that they are getting done that's all.

Michelle:

There's a process, there's amazing integrators out there that you can bring in to the business to help you basically create an onboarding process, a training rhythm. You train in back just so that you train. You hire all the sales people one week and you train them all at once. You do ongoing rhythms of training depending on the different functions and the different departments in the



business. Yeah, absolutely, the visionary is not that person; it's not that. You're just not... That's not your genius and it would be completely dissatisfying and very unhappy. You would be very unhappy if you had to do that day in and day out. What you will find is that most business owners, out of need and necessity, are doing those things because they don't know.

Then perhaps they were looking at these four pillars systematically, starting with you as a leader, and then going into the who. Those people that you're bringing on board and starting your team are the ones that'll help you then figure out a better strategy, a better tactic, a better process, a better system and so on and so forth.

Mitch:

Well, I fell back in love with my business. So if you guys want to fall back in love with your business, if it's just gotten the worst, it's out of hand, and if you what to fall back in love with your business, learn how to work on the business instead of work in it. Here's what you do. You go to 1000Houses.com/UB as in Ultimate Board Room and you just click there. It's going to be right there where you click to listen to this interview. The link is going to be right there below. You find it right there where you click for the interview and it's 1000Houses.com/UB as in Ultimate Board Room. Anything else you want to add, Jack, Michelle before we go?

Michelle:

I would say if you're already going to be in business and you're spending a bunch of time building this business, why not use this business, why not use the enterprise to really speak yourself as a leader and grow not just in your business but also in your family life, in your community and your industry.

Jack:

Absolutely, I mean the thing is that at the end of the day, you have certain goals and you have certain frustrations in your business. But at the end of the day, we all want to be happy. We all want to have fun doing what we're doing. I love what you said. Again Mitch, first of all, thank you for having us again and secondly you mentioned that you fell in love with your business again and that is exactly what happened to us when we implemented that because we also have



some periods where we made good money and things like that but we weren't enjoying what we were doing anymore. It's because that's when we discovered that we were missing some of these pillars.

We were very good in the affirmation and very good at the systemization of things. We're taking vacations and things like that and having a business that was running, but when we're coming back into the business we weren't enjoying it necessarily all day long. By discovering those four pillars and what's underneath them, each of them has a set of different pieces that you can work on and put in place, just putting in the basic pieces in place, all of a sudden we started falling back in love with our business. We started actually feeling like we had a real business like you said that before, because you have a real business if the business doesn't belong, doesn't rely on you. That's a very good distinction somebody made the other day. If you cannot leave your business for two weeks at a time and come back and everything is as good or better than we left? You don't have a business.

**Michelle:** You just have people that help you.

Jack:

Right, you're making money and you have people helping you make money then.

A true business is a business that doesn't rely on you, that lives your vision. It

lives under your leadership where people are hand-selected such that they enjoy working in it and where everything is buzzing but where they don't need to be there on a day-to-day basis. Well, as a matter of fact, ultimately things work better if you're not there. Just one little underscore now. When we go on vacation, we love to go to like three weeks. And somewhere, we go to Hawaii, we tell our team that if something urgent comes up, text us. Because I still have my phone there, I'm reading a book and we're taking pictures of our daughter on the beach and so on.

You know what? We go now for three weeks and we don't get a single text. It means if I don't get a text, I don't need to check my email because there's nothing in my email that's urgent enough for me to have to check it and that's our definition of freedom and our definition of... At the same time our people



stay for years and years and years with us. They love it. Anyway, good talk back there because it's a beautiful situation to be in, a beautiful business in life to have and I want everyone that listens to do that if you already have a business, if you're already doing like six figures a year or so, if you're already making good money but you're frustrated with where you are or you want to reach that next level. If you feel like this is what I talked about, with that feeling that applies to you, then contact to us. Go to the link that Mitch just mentioned and set up a phone consultation with us where we can see if we are a match for you.

Mitch:

Yeah, we want to make sure. Jack and Michelle will make sure that you're a match. They don't want somebody coming that's not a benefit, that's not going to benefit so just take your time to talk with them at 1000Houses.com/UB as in Ultimate Board Room. And one thing before we go, I just want to tell you I was talking to my wife. We'd gone on vacation and she knows that I've worked so hard and talked to you a lot about instant living and stuff. At one point we're in the vacation, like towards the end of it, my wife said, "No one has called us for anything." I said, "Yes, isn't it great? It shows... Well I'm kind of..." She said, "I think I am kind of depressed." I said, "Why are you depressed?" She goes, "They don't need us anymore."

I said, "No, that's a celebration for a drink. Hey, bartender, come over here. Let's have a drink. You know what you just said? You're depressed because this business is running without you. Are you crazy? We need to like pop a bottle of champagne. We've been here for six days and no one's called us for anything.

Jack:

It is a wired feeling at first.

Mitch:

I love you guys. Man, and I know you're going to help a lot of people. You've certainly helped me and now you're going to have more of a formal setting. I mean you just helped me just kind of informally so I can just imagine what this mastermind is going to be like. There will be plenty of sharp people in the room right?



Jack:

Absolutely, I mean that's our number one thing, like we want to keep the quality. This is not a beginner's program. It's a program for people who already have a business and they basically... We talked to every single one of them ourselves. We do have a sale floor for other people, for other things where real estate business but this is out heart piece. This is what something that we really care about.

Michelle:

This is our attendant scroll in terms of an impact which is amplifying other leaders.

Jack:

Other leaders and we really came to the same conclusion of like when we go on a regular basis to the four pillars, we identify that this is something that really is close to our hearts so we talk to every single person that is interested in it and see if it's a good match. Then part of a good match is yeah, we only have our great people in there that are doing something, that can share because the spirit of it is one of sharing your good, bad and the ugly so that everyone can help each other avoid any kind of pitfalls and celebrate the successes together.

Michelle:

Absolutely.

Mitch:

That's great. Well, I am going to let you guys go. Thanks a lot, Jack. Thanks a lot, Michelle. I appreciate you being on. It's been great.

Jack:

Thank you, Mitch. All right, so that was the interview. Now if you want to know more about the Ultimate Board Room, you better check it out if you want to talk to us about it. You can go to <a href="https://www.ultimateBoardRoom.com">www.ultimateBoardRoom.com</a>. There is a nice long description about more details about it. You can buy pictures and so on there and some success stories and so on but check it out. We would love to talk to you if that is something that is of interest to you. Michelle, do you have any closing words about this podcast?

Michelle:

No, well, thank so much everyone for listening. And like Jack said, if you want more information, if you're a business owner and you are looking for growth and freedom, check us out at <a href="https://www.ultimateBoardRoom.com">www.ultimateBoardRoom.com</a>.



Jack:

Exactly wonderful. Last point, also again, the transcript of this podcast in the downloadable version so you can have it on your iPod or on any other phone if it's not an iPhone, you can get it on <a href="ForeverCash.com/Podcast">ForeverCash.com/Podcast</a>. And your free gift again is on <a href="ForeverCash.com/Freedom">ForeverCash.com/Freedom</a> and the last link I'll share with you again is <a href="https://www.UltimateBoardRoom.com">www.UltimateBoardRoom.com</a> where the tagline that we have is where growth meets freedom. All right. Thank you very much.

Jack: Bye.

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