The TOP 12 SUCCESS STRATEGIES from Professional Auto Service CEOs



COMPILED FROM THE FIRST 1,000+ PODCAST EPISODES

BY CARM CAPRIOTTO



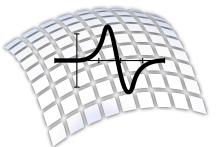
When I think back to what were the most vital messages that have creamed to the top in the first 900 episodes, and not necessarily in any particular order, they are:

- 1. Put Your People First.
- 2. Client (Customer) Service Is It!
- 3. Culture and Values Rules!
- 4. Processes Are Ridiculously Critical And Win Wars.
- 5. Profit Means Survival.
- 6. Personal Development
- 7. Continual Education Is A Sustainable Competitive Advantage (Training)
- 8. Have Fun!
- 9. Communication Skills
- 10. Network To Expand Your Knowledge.
- 11. Run Toward Technology.
- 12. A Critical Language Shift.

These are in no particular order; however, you can rank them based on how you would prioritize them in your success track or on what you need to work on.

Imagine we are north of 900 episodes of Remarkable Results Radio plus 370 of the Town Hall Academy shows. Since 2015, I've had the passion to interview aftermarket automotive service CEO's, and every one of them found a pathway to success. Many fought through struggles, reinvented themselves, hired a coach/consultant, joined a networking group, and implemented self and business-improving tactics. These twelve key strategies continue to be **king-makers for these CEOs and our industry**. You can put them in any order you choose; however, working any of these or all will crystallize your professional auto repair business in many ways. These strategies will go a long way in creating unrivaled success and profits and, most importantly, building a business that attracts and retains top talent. With the right people, you get the best clients and create a strong culture.

The acceptance of the Remarkable Results Radio Podcast has been extraordinary. As we've reached many episode milestones, aftermarket professionals continue to tune in to learn from each other with our professional and high-quality content, which delivers vital topics each week. The stories of success and solutions are different; some were instant, some took time, and many more were disguised as challenges that were overcome. In the interviews, you'll hear **unfiltered**, **honest**, **raw**, **emotional truths** about the ups and downs of **growing** a



business and life in general. It is not all pretty, but there are a bundle of great success stories, and the goal is to get all of them told. Find all episodes at <u>remarkableresults.biz</u>

Many CEOs, friends, and industry leaders have contributed to the power of Remarkable Results Radio and should be named in this report. That would add about 10 extra pages. You know who you are who have unselfishly told their story to advance the industry.

As the milestone of the 100th episode passed, I created a document just like this with 8 Success Strategies. With the 900th, I dusted off the white paper and created a 12 CEO Success Strategies report for you. I aim to summarize or give you the 5,000-foot view of the key themes that have creamed to the top. These **twelve takeaways** are not based on any specific business management axioms. They are outstanding strategies, ideas, or tactics directly from industry leaders who have

made it their passion to grow a great business. These twelve fundamentals, at this moment in time, complement a strong business plan.

These twelve items could appear as Strenghts, Weaknesses, Opportunities or Threats if you did a SWOT on your business. With any strategic plan, you would assess your SWOT, set priorities for each area of improvement, set responsibilities (ownership), and a completion time.

This short and simple overview will help you focus or strive to look for areas of improvement. Enjoy this paper, print it out, make notes, write on it, and share it. Make checkboxes. Write up plans. Share it with your peers. Let it inspire you to create, change, or improve. That would make me happy and support our purpose of advancing the auto repair service aftermarket.

#1 Put Your People First! You are in the people business.

Gallup defines team member engagement as being "involved in, enthusiastic about, and committed to your work and workplace." The company's surveys indicate that just 13% of workers globally fit those criteria. In the U.S., the numbers are better—32% are engaged—but still low. Gallup says the numbers haven't changed in 15 years, a disturbing fact.



If your people feel an integral part of the team, your clients will be cared for and always put first in their minds.

If your culture doesn't exist, is weak, or is just a slogan on the wall, superstar team members will not stay. See # 3 below.

To create engagement with your team:

- Appreciate strengths and talent
- Make work meaningful. With purpose.
- Take time to listen and to solve problems.
- Manage By Walking Around (MBWA)
- Create a FUN place to work. (See #7 below
- Provide training. (See #6 below)
- Share your goals and numbers.

It is very important that your 'Personal Development' is in play and making a difference before you can ever put your people first. Would you work for you? This is an important question you need to ask yourself. More on this in #5.

Communicate with them about what you and the company are doing. Have a yearly strategic planning session with your leadership team and then a kickoff party where your vision is shared with your entire team. Have some fun, too!

When it comes to hiring:

- Hire slow, fire fast
- Hire for who they are, not for what they know. You can teach everything else.
- Hire for team fit

- Create great ads so you can hire smart. (See Language Shift)
- Be sure your principles and values are discussed during the interview(s)
- Always be recruiting. Always.

Quality people want to learn and lead. Give your people autonomy, hold them accountable, and delegate and empower them. Every piece of this is essential. We must get out of our team's way and see what they can accomplish. We need to, and they want us to hold them accountable.



Allowing them to grow and see a career path will keep them engaged. A family relationship is a great environment, but it needs to be professional and respectful. Don't get in too deep that you look the other way.

Another big trend is to hire a firm to help you recruit. They can help write ads or manage the process and find you highly qualified, ready-to-hire candidates. You will say you can't afford to hire a recruiting firm. But add up the missing revenue from a critical position and your own time, and you'll soon justify getting outside help. <u>Episode Compilation for this Strategy HERE.</u>

#2 Client (Customer) Service - Is It! Be a problem solver.

It is about building a trusted relationship and them knowing that you intend to support safe and reliable transportation for as long as they own their vehicle.

There have been many great discussions with service professionals on touchpoints, client retention, and the many ways to continual engagement, such as using a CRM program to text, email, and follow-up calls within 30 days. We've heard of unique gifts of the month, flowers, cold water, and car washes. Some shop owners call their clients when their warranty is about to expire and ask them to bring the car in to be looked at, just in case (how powerful). People remember how you make them feel.

Many auto service professional specialists love client engagement and family stories. Some have



talked admirably about their first clients who are still coming to the shop and of the clients who taught them great lessons on the importance of having a client service focus (some tough lessons to learn).

Hiring a CXO or Client Experience Officer is typically outside the reach of most shop owners' budgets, therefore requiring every team member to own that directive. If your client does not have a great experience, you lose a grip on their next visit or positive word of mouth. A client experience is not only at your service counter, it includes your website, CRM/Texting, interpretation of their comprehensive vehicle inspection, your community/social media presence, and your total commitment to their safety and reliability.

The most significant focus for client success and retention is Service Advisor Training, which has increased tenfold in the last three years. This investment will pay dividends and include coaching and call reviews. Owners must support all the training strategies your service team is learning. If you don't, you are wasting your money and their time.

People (clients) remember how you make them feel. A clean facility, communication, professionalism, and community involvement leave an impression and bring value. The value they are willing to pay for and be happy about it.

Please have great customer amenities: coffee, water, snacks, current magazines, a local flavor of your town's happenings, no furniture from the 1950s through 1980s, and a place for kids. Your wait area should display your values, all ASE certifications, and any community awards you've received. You should even put up pictures and bios of your team. All this even though many customers don't wait. <u>Episode Compilation for this Strategy HERE.</u>

#3 Culture and Values Rules

You cannot touch culture, yet it is a very powerful force in every company. It is the heart and soul of the business. **It is the human factor in any company.**

Culture is a system of shared beliefs, values, norms, and language that provides a framework for your enterprise. It is a way of life that describes your behaviors.

It is not just a slogan. Quality, productivity, numbers, attitude, and respect are the foundation of a company's operations. If your clients love you, it is your culture that they adore. Your culture spawns your client experience. If you get positive reviews, your culture gets the kudos, and your people made it happen. If your team loves to work for you, your culture is the glue.



Many CEOs have spoken of their culture's power in making them very strong companies. Their cultures are prominent with every team member. When you make a hire and don't consider the dynamic the new hire will have on your culture, you may disrupt it and ultimately hurt your company. Every team member is a part of and completes your culture (make it count).

You need a set of values that defines your culture. It generates your identity. The way you treat each other and your client. It defines your desire to learn, be a team, speak to responsibilities, set accountability to integrity and honesty, and care and respect for each other, among others.

Here is the most profound part of the culture: A strong culture affects your business metrics, including employee engagement, retention, loyalty, ethical behavior, productivity, absenteeism, client satisfaction, innovation, employee performance, teamwork, profits, and so much more.

Remember that everything presented in this paper is part of your culture and value set and includes every team member. You will never have collaboration, accountability, and harmony without your values and a strong culture. You should attend a few seminars on culture to help you learn to nurture it. One critical piece is your leadership. You should always be learning about and assessing that for yourself and your team.

A commitment to quality is part and parcel of your culture and values. Peter W. Schutz, the former CEO of Porche, said in his book *Driving Force,* 'It is difficult for the quality of any business to rise above the quality of its client.' Quality can help you build your reputation and find the right clients willing to pay for your commitment to quality. <u>Episode Compilation for this Strategy HERE.</u>

4. Profit Means Survival. Know Your Numbers and How They Are Generated.

For many shop owners, profit has stopped being a dirty word. It truly means survival. Since the pandemic and our rising costs, including the cost of retaining great people, creating solid profits means survival in many ways.

Coaches are focused on helping their clients reach or grow beyond a 20% Net Operating Profit. Many CEOs have embraced the Profit First principles by segmenting their daily cash intake to ensure there is enough money to pay themselves, the tax man, their people, and suppliers. When you run out of cash for any reason, you either need more sales, more margin, or fewer costs.

For many CEOs, profit is life-sustaining. Without profit, you can't increase wages, pay off debt, invest in new technology and equipment, improve your facility, or even consider a business opportunity to expand.

Your life is invested in your business—the hours, the money, and the risk. You deserve a profit, and you deserve to know how to structure your company to earn an honorable profit.

Some industry surveys show that the average shop earns 9.9% net operating income. If your shop has \$1 million in sales, that would be \$99,00 in profits. Some surveys show 4.5% net income. On \$1 million



in sales, that is \$45,000 in profit. Yes, you must pay Uncle Sam, but remember what profit is also used for, including the owner's bonus.

Many visionary CEOs opt to hire a business coach and see their businesses blossom to sales, margin, and profit heights they only dreamed of. This goes to point #5 above (Self-Development). You need to accept an accountability partner to elevate yourself as a strong CEO. Don't let your ego say no.

Understanding where the money goes is critical for yourself and your people. There is a trend to expose the profit and loss statement to your team and how it is generated. Knowing that expenses are paid from Gross Profit <u>Dollars</u> is an almighty principle for financial management. Knowing your key performance indicators (KPIs), such as average repair order, effective labor rate, and average monthly sales by bay and specialist, is critical to success and profit. For many, learning how to affect these key indicators helps catapult businesses into the green.

You can't sustain your business, hire great people, and pay them a strong living wage and benefits without profit. Top shops learn how all of these 12 strategies work together to create strong, profitable companies and wealth for the owner. Remember it is OK to make money. <u>Episode Compilation for this Strategy HERE.</u>

#5 Processes Are Ridiculously Critical And Win Wars

Many business owners realize over time that having strong processes or procedures is the only way to have consistency for the organization. Growth only happens when the business runs on a well-oiled set of guidelines. These are not the only reasons why processes and procedures are so important.

If your client service commitment is ever to be your most vital competitive advantage, having a great set of procedures ensures that end. You must

promise a client that their repair will be completed by the end of the day with a concrete set of parameters that make the workflow flow to a perfect conclusion.

If your processes/procedures are solid and constantly evolving, you can win the competitive fight for the client's mind. The word-of-mouth or quality reviews you get from clients are based on the strength and quality of how you get your work done and how your team follows those guidelines.

Even more so, if an owner ever wants to go on vacation, attend a conference, or meet in a business group setting (like a twenty-group), the business must run without them and on good processes and procedures.

Owners involve their team in writing and perfecting their procedures and commit to enhancing them as an ongoing principle. Many shop owners put up their policies/procedures on the web so all can access them, and many say that no more than a page should be written per policy/procedure so it is easy to follow and understand.

Good SOPs get new team members up to speed faster and bring consistency to the business. <u>Episode Compilation for this Strategy HERE.</u>

#6 Personal Development. You Need a Culture of Learning.

The leader makes the difference (period). It is a journey that we have to invest in constantly. When I started with the goal to advance the aftermarket, we continually covered the role of the leader. For many CEOs, significant personal changes are necessary for their business to improve. It is refreshing



to hear episodes about leadership transformation. Everyone goes through unique changes when they want to.

You've heard the sermons about 'the person in the mirror'. That is usually the problem why a business can't get off of a dead stop. Some leaders run their businesses as a hobby and not a business. Some recruit people who lack talent, so the owner keeps their status as the smartest. Some give up answers to problems by never giving their people a chance



to figure them out. A sign of a great leader is a team where each member is better at something than the leader. Don't be the smartest person in the room on everything.

Some put in their time every day over and over and never consider their self-improvement. Going to a conference to learn about business can personally change you and your business and bring unrivaled success and wealth. So, rolling up your sleeves and learning to become a better leader, spouse, owner, and team player will amaze you. We've often covered this critical issue with a message that resonates with everyone wanting to improve. It is time to stop what isn't working and become a professional leader. We offer this learning in our podcast content library.

You will need to know your communication style and your strengths. Assessments can help you zero in on your gifts and use them to thrive. An improved mindset will help you overcome your business struggle. Knowing your leadership style will teach you how to adapt to different situations.

Many CEOs talk about having work-life balance or harmony in their culture, not only for themselves but also for their people. Life has many commitments and time challenges, both business and personal. Prioritizing work (career), home/family, health/well-being, and community will go a long way in finding a balance. Episode Compilation for this Strategy HERE.

#7 Continual Education (Learning) Is A Sustainable Competitive Advantage

Training for mechanical and technology specialists, client advocates, shop foremen, operations managers, human resources, bookkeeping, and owners creates a sustainable competitive advantage. You've probably never considered training from this perspective.

A commitment to training as part of being a perpetual student gives you a leg up on your competition. The how, who, when, and how much you train builds the competitive lever you must always have your hand on.

Many CEOs have shared their commitment to training and how they structure their pay programs around the hours each technician receives. As technology moves faster than anyone can keep up with, diagnostic sharpness is critical for profitability.

The number of hours your mechanical and technology specialists need to get each year varies from

20 to 50 (even up to 80 hours per year). The training takes many different forms. Onsite (instructor-led) training is still the favorite and is offered in all venues. There are many national events, yet more and more regional events are held, making participation easy. Shops are also getting together, hiring a trainer, and splitting costs.

One critical piece of a good training culture is to be sure your technician knows from day one that their job requires 'XX' number



of hours of training each year to keep them sharp and current (You complete the 'XX'). If not, diagnostics and new technology trends will pass them by so quickly that a Mechanical or Technology specialist's value will diminish yearly. Keeping updated and current is part of the job description today. Investing in your people's development will pay enormous dividends for every loyal client (advocate).

Many younger techs, just entering the field, are hungry to learn. You need to set up a career path and a commitment to training. This makes them more valuable and goes a long way toward retention. This trend needs to be sustained by opening up all training opportunities. Internships and apprenticeships are a must to bring in and train new talent.

G Jerry Truglia from TST said, 'If you don't update, you evaporate'.

A big question is: How do I get my people to go to training? If you have to beg, then your overarching culture of training is nonexistent. As an owner, you need to lead the way. You must attend with them. Drive them to training. Even if you are not working in the bays, be in the class with your people so you can ask questions about their takeaways.

An essential tactic for better absorption and learning is to turn on closed captioning for all video training. Be sure to remind your people who invest in training at home to ensure closed captioning is on. Studies show great absorption and attention to the class.

A caveat on Sales Training. If you send your advisors for training and they learn a lot of new communication tools and ways to build a relationship and interact with your clients, and you don't let them use their latest tools, you are wasting your money. You need to learn and approve of new methods. The best way is to attend the training and decide on implementing the new tactics. Episode <u>Compilation for this Strategy HERE.</u>

#8 Have Fun!

There is an adage that says, 'If it's not FUN, it won't last'. When you say this to people, they agree. But is it practiced? Fun is a special ingredient of the most successful service professional CEOs. There are great stories of special lunches, family days at special events, community days to support great causes, and anything and everything you can dream up.

Don't be afraid to try something new, even if it is so out there. Therefore, be open to new ideas and allow your people to try things.

Fun can also happen with clients with monthly giveaways, spin, and get prize (as much about retention as it is fun). And the ultimate I discovered: A Nancy Sinatra dress-up day! (Wow, Leigh Anne Best over the top)



The strategy of fun relates to your culture and is not always external, as mentioned, but is as much internal with your team. Every team member must come to work every day and enjoy their profession and position. Creating a fun place to work is not always about the smiles and laughs but as much about the environment. Are we clean and organized? Have great restrooms, locker areas, good equipment, and good systems (there are those procedures/processes again!) Your employee amenities need to be better than those of your clients.

Positive attitudes make the day work and create smiles for all. Reality says we have tough daily challenges, but our recovery matters and should not pull the entire environment down. Getting back to 'fun' requires hard work and commitment from all. <u>Episode Compilation for this Strategy HERE.</u>

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#9 Communication Skills

Great teams communicate, yet people are afraid to "communicate."

The best industry trainers have fielded communication seminars within the last four years. CEOs have embraced this critical area from many different angles.

Excellent communication creates an advantage between the client and the advisor. Also, the front counter to the shop and all work positions to the office. This is typically called 360 degrees of communication.



Not only the words we say, but how we say them, plus our focus and intentionality being a great listener, will enhance an 'All on the same page, All in the same loop to act on every situation with intelligent information to make significant decisions. **As a great listener, listen to understand, not answer**.

You can use tools to streamline communications to keep everyone in the loop. Software tools like Slack or Google Chat work well to keep your team on one page. Also, keeping your policies, procedures, and memos on the cloud with Trainual, Google Drive, and/or Good Docs keeps your information in front of your people and improves the movement of information.

Creating a strong commitment to improving communication does require training. Just thinking about it or requiring it will not make it work. There is purposeful communication, and it needs to be taught. One of the most prolific parts of good communication is listening. Top CEOs of our industry have embraced communication classes so you and your team understand the nuances of great communication.

Communication also includes your exposure to marketing. Your website is a huge communications portal. What story are you telling about your company? Your presence with social media and involvement in business and community groups counts big-time. Many CEOs don't know how to market and are willing to give it up to the many marketing 'experts' we have in our industry. Many talented agencies can take your marketing or inside-out communications to a new level.

Final thought: ask your people how they are doing. Gen Z will not bring up an issue, especially. They will ghost you first. <u>Episode Compilation for this Strategy HERE.</u>

#10 Network To Expand Your Knowledge

You receive great ideas by going outside for them. Hanging out with peers is powerful. Being involved in client councils with suppliers, peer twenty groups, or involvement in associations and your community is a mighty source of knowledge, energy, and ideas.



Participating in a conference is influential, but the biggest, '**Force Be with you Moments**', comes from dialogue with your friends or peers during breaks or meal time. Expanding your horizons while looking for answers can create yellow pads full of strategies or ideas to act upon.

I liken the podcast to this exact example. Your peers, many experts in special areas of the automotive and CEOs, have gone on record to discuss, explain, share, and reveal their pathway to success. Most have a rags-to-riches story and are willing to share their stories of struggle on their road to success (which is never done). The podcast slogan: **'Listen To Learn Just One Thing!' says it all.**

Networks of peers and knowledge resources are essential, too. The internet helps in this quest. Read everything you can on leadership, systems, clients, culture, and engagement—you get the picture. Expand your network in every way possible, learn from it, store the knowledge and ideas, and work to move your business forward each day due to your network learning curve.

Most importantly, don't fear sharing your struggle. It will be cathartic when you discover that just about everyone you meet at a networking or 20-group event has been in your situation before. You are not alone in your quest for greatness. You do not have a special secret sauce. Everyone has been there and done that failure, sometimes twice.

Remember, when you 'steal an idea shamelessly' (it is OK to do that) and make it your own, it will take on a different feel and look inside your business. Your leadership style, facility, marketplace, and team dynamic will morph any new idea into your business and culture. So steal away.

Careful being in the social media echo chamber. You'll always find the answer you seek if you look long enough. That may not be your best or wisest answer. <u>Episode Compilation for this Strategy</u> <u>HERE.</u>

#11 Run Toward Technology

Technology is everywhere and never stops improving or coming at us. **It is changing our world and has changed your business.** Many entrepreneurs who call themselves geeks find using technology to enhance their businesses inspiring and fun.

Yes, there is a lot to learn every day. Onboard vehicle technology is no longer science fiction. Technology to run and grow your business is also moving fast. Who would have thought that DVI (Digital Vehicle Inspections) is a competitive advantage and a feature to help your clients? Talk about wowing your clients with technology. The value it brings to your company cannot be measured.

Tablets, smartphones, networks, connectivity, and Wi-Fi are all involved and integrated. Telematics includes driver personal data, vehicle infotainment, diagnostics data, and intelligent transportation system information. This is all part of the tech explosion. Are you going to embrace this moving force?

It includes remote updating, diagnostics, client convenience information like GPS, vehicle health, and remote door unlocking.



Add self-driving vehicles, connected cars, and data-driven driving; you could get a Swiss cheese brain. It isn't a time for the weak but for the person who embraces these changes and realizes that someone must repair the car parc, so why not let it be you?

The force of new technology also equates to keeping up, and that is referenced in #6 above - training. You can only embrace the full features of new tech if you learn about it. From the bays to the sales counter, including the back office, there is so much to learn about tech updates and revisions continually, and a commitment to lean into technology is a very strong strategy.

Embrace technology's many tools, from repair subscriptions to keys and ADAS calibration. <u>Episode</u> <u>Compilation for this Strategy HERE.</u>

12. A Critical Language Shift

One of the greatest projects I have ever taken on is 'The Rise of the Mechanical and Technology Specialist.' This labor of passion, a <u>Declaration</u>, embodies a language shift that will improve our industry's image and our team members' self-worth and value.

The 10-page report is worthy of download, a read, and implementation. We are gaining momentum as this initiative is strong and will pay dividends for our industry. You can download the report HERE or at <u>remarkableresults.biz/rise</u>.

Implementing it won't be hard if you believe in what I've outlined. It is essential to get the buy-in from your people first. It may take some time to get the language crystalized. Don't let your team get lazy and return to your old language. Remember, this is as much for our internal self-esteem as it is for our clients. Some shop owners have already implemented it. This can go a long way to supporting your strong culture or even helping to make it stronger.



This declaration is a new standard, a transformation for our auto repair service industry. Your help is necessary to get this new Vision, Movement, and Intention to as many shop owners as possible through your CEO network. Download 'The Rise' <u>HERE</u>. <u>Episode Compilation for this Strategy HERE</u>.

So what now? Here are a few bonus thoughts. Every point printed below has surfaced in our interviews.

- Succession planning.
- You also need to consider engaging all generations in your workforce and as clients.
- What about specialization? (Model Types, Calibration, EV, Hybrids)
- New equipment, upgraded facility.
- New locations. Multi Shop Operations
- Marketing for plug-in-hybrids and electric cars.
- Mobile Diagnostics.

Much to learn from the interviews as they are evergreen and 'On Demand' for your edification. I have to pinch myself about what has transpired since March 2015. Spread the word the podcast is **AFTERMARKET STRONG.**

Thanks again for your support. Please share this with your peers and friends in the industry.

About the author:

Carm Capriotto admires hard-working auto shop service professionals. "There is an entrepreneurial spirit there that makes them stand out." As an award-winning aftermarket podcaster, he has spotlighted many successful automotive service professionals and interviewed aftermarket business coaches, trainers, technicians, educators, students, association executives, and husband-and-wife shop owners. Carm says, 'It's like 60 minutes meets NPR.'

Carm also enjoys interviewing aftermarket industry thought leaders who make things happen and are difference-makers.

In addition to hosting the weekly shows Remarkable Results and the Town Hall Academy, he launched and produces the Aftermarket Radio Network, which has five distinct podcasts, to help advance the independent auto repair service aftermarket.



Learn more about your business than you ever have. Listen to Remarkable Results Radio and the Aftermarket Radio Network.

- □ Explore the reaches of leadership, culture, systems, clients and more!
- □ If you own an automotive aftermarket repair shop and are always looking for great new ideas or affirming your current strategy, you've come to a perfect resource.
- □ Are you a technician ready to own an automotive service repair business?
- □ Are you a member of the \$320B Automotive Aftermarket who needs to keep in touch with all things relating to the service professional?
- □ Are you looking for fresh ideas you will find nowhere else?

- □ Are you looking to supply your 'desire to learn' with genuine advice from your peer?
- □ Ready to listen to raw, unfiltered, honest, emotional, and sincere stories of trials and difficulties along the way to inevitable success.
- Many successful entrepreneurs started as great technicians but failed at running the business. The answer is simple yet challenging unless you have determined plans (add some education, maybe a business coach or a 20 group) to get there.
- Many podcast guests tell their stories of transformation from working in their business to working on it.



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