

How To Manage Running Multiple 7 Figure Businesses And Stay ...

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SPEAKERS

Brad Young, Steve Trang, BJ Gremillion

S Steve Trang 00:23
Hey, everybody. Thank you for joining us for today's episode Real Estate Disruptors. Today, we've got BJ Gremillion and Brad Young with The BC Team, even more players from the Phoenix market. And they're going to share how they run multiple seven figure businesses sanely, which I think is one of the biggest challenges, you know, for anyone who's running multiple businesses. If this is your first time tuning in, I am Steve Trang, founder of the OfferFast Homes app, the only MLS for off market wholesale properties, and I'm on a mission to create 100 millionaires. One question I get a lot is, "How do I become one of the hundred millionaires?" So please allow me to answer it here. The information on this podcast alone is enough to help you become a millionaire in the next five to seven years. Take consistent action, and you will become one. When you hear a nugget, just type it into the comment section after the show. Identify your single biggest takeaway, and focus only on that for the next seven days. If you get value today, please tag a friend below or share this episode right now. That way we can all grow together. And this is a live show, so please ask your questions for BJ and Brad to answer. You ready.

B BJ Gremillion 01:23
Ready.

B Brad Young 01:24
Go for it.

S Steve Trang 01:24
All right. So I don't know who wants to go first. But the question is what got you guys into real estate?

B BJ Gremillion 01:30
I already knew that was coming. Do you wanna... you wanna answer or you want me to?

B Brad Young 01:32
Sure. I... Yes, I was... We were both doing door-to-door sales. And in 2008, my, my brother-in-law called me and he wa --, he's here in Phoenix as well -- And yeah, he just said, "Hey, you want to come out here and do some real estate with me?" And so I moved from Texas to here and, and that's where it started. And uh

S Steve Trang 01:51
Just called you out, recruited you from Texas.

B Brad Young 01:52
He was like, Hey, man, I know. He was doing a ton of REO business. And he just, at the time, he's like, I don't have a ton of people that I trust with the accounts that I have, Because he was, I would say he's one of the bigger players in the REO business. And yes, it kind of came in started doing that with him.

S Steve Trang 02:05
Who was that?

B Brad Young 02:06
Travis Larson.

- S** Steve Trang 02:07
Ah, his brothe-in-law. Okay. Yes. Presidential Realty. [Yep.] Yeah. He was actually one of the REO agents who answered the phone back in the day when I would call REO agents. Yeah,
- B** BJ Gremillion 02:16
Really? [Yeah.] That's funny. Yeah. He was definitely a big player.
- B** Brad Young 02:19
Yeah, no, he was huge. Very big.
- B** BJ Gremillion 02:22
Yeah, they're awesome.
- S** Steve Trang 02:23
So you started working with him in the REO side of the business?
- B** Brad Young 02:26
Yeah. And then I kind of got into doing the trash outs, you know, tear out carpet, do paint walls, do all that kind of stuff, kind of the, the the trade side of the work in the beginning. And then... and then we kind of teamed up and did our first flip. And honestly, he taught me from the beginning, like he was going to introduce me to all of it. And then eventually, we just kind of got to a point where I would find a deal or he'd find a deal, and then I would manage the rehabs and then I would sell them. So then it kind of evolved and then, and BJ and I met a little bit later and, and then we kind of started teaming up and doing the same stuff. [Got it.] Different visions, kind of different directions.
- S** Steve Trang 03:05
Okay, so he's not part of The BC Team.
- B** Brad Young 03:06
He's not no, uh-uh.

- S** Steve Trang 03:07
Got it.
- B** Brad Young 03:08
He's still actually wholesaling a ton and flipping a ton now, but...
- S** Steve Trang 03:11
Is he still in the business? I figured with how much he made in the REO days that he could have retired.
- B** Brad Young 03:14
No, I think he's still crushing it. So
- S** Steve Trang 03:16
Oh, wow. Interesting. Interesting. Okay. And how about you?
- B** BJ Gremillion 03:20
Yeah, so I was actually with Edward Jones for a while that's... I got married, I had no idea what so my father-in-law what I was gonna do. And so I was graduating and I was like, my buddies who's going to Edward Jones, I didn't know what that was. I don't know anything about finances. And I'm like, are they hiring or what?
- S** Steve Trang 03:37
I heard they got a good training program. So you probably went to the right spot.
- B** BJ Gremillion 03:39
They actually do. So yeah, went in and got the job somehow. And, you know, come to find out that they pretty much take anyone with a degree, I think so, that's crazy enough to do it.
- S** Steve Trang 03:48

It worked.

- B** BJ Gremillion 03:48
Yeah, they hand you a phone book and they say start calling. Basically that's how it works. And you go knock doors not so... I was a door to door bond salesman, so that was pretty cool.
- S** Steve Trang 03:57
Selling bonds door-to-door.
- B** BJ Gremillion 03:58
Selling bonds.
- S** Steve Trang 03:59
Door-to-door.
- B** BJ Gremillion 04:00
That's how I got clients.
- S** Steve Trang 04:01
I've heard of Edward Jones going door to door knocking. I've never heard of them selling bonds.
- B** BJ Gremillion 04:04
Yeah, I mean, that's what you were selling cuz you had to talk about something.
- B** Brad Young 04:07
You mean bonds don't get you excited?
- B** BJ Gremillion 04:09

Oh, man, I was I was talking to all these housewives. I'm like, Hey, you interested in the 5%, you know, yield? And you know, and they're like, "What in the world are you talking about?" I don't really know. You know, just just give me your information. So yeah, started off doing that and was actually doing pretty well with it. But um, Yeah, I was not happy. It would take me about an hour to get out of the car. You know what I had to go knock doors. So I have to talk myself up but and that's come from someone that you know, both of us actually had experience we... for three years, we knocked doors, selling alarm systems. And then two years before that, we also served an LDS mission. So like, I paid... I knocked doors for about six or seven years solid.

S Steve Trang 04:52
Were you also in Texas?

B BJ Gremillion 04:53
No. So I'm from Colorado Springs. My wife is from Arizona. That's why I'm in Arizona, so didn't have much choice there.

S Steve Trang 04:59
So, but where, where we guys door knocking together?

B BJ Gremillion 05:01
We didn't do it together. There's actually a lot of commonality that we found out after [it's kinda creepy actually] we like found each. So we found it.

B Brad Young 05:08
After we found each other.

B BJ Gremillion 05:09
Yeah, right, right. This is my partner over here. My wife always gets mad when we call our second marriage, but it kind of is. And so we've actually been together now for 12 years as partners, right? As business partners, business partners. And so, yeah, it's it's kind of funny, like we, we started talking about our history. And so there's, there's 8 kids in both of our families. You know, there's both of us knocked doors, both of us were dumped by our girlfriend when we went on a mission. Like there was a lot of like, just funny things that we

were like, man this is weird...

S Steve Trang 05:39
You were both dumped on your missions?

B BJ Gremillion 05:41
Yeah, yeah. That's kind of awesome. Yeah, mine waited until it was like three months before I was getting home. She sends me a paragraph letter and was like, yeah, we're done. I'm getting married, like a month. And I was like, Oh, okay.

S Steve Trang 05:52
You know, at least you're able to stay inspired up... up until then.

B BJ Gremillion 05:54
Right. Yeah, maybe the last three months was worthless. Yeah. But, yeah, so So that's how we met at church. And then, uh, you know, he was telling me about what he was doing. He was like, Yeah, like, we're flipping homes, like, it was like the Wild West, you know how it was gonna be around 2008, you know, through 2011, 2012. So he's with his brother-in-law, they're just crushing it. They're doing all these homes. They're flipping them, having a good time. And I'm looking at his lifestyle and mine; I'm like, Hey, this is not adding up. I need to jump ship.

S Steve Trang 06:24
Selling alarms wasn't as rewarding?

B BJ Gremillion 06:26
Yeah, well, and then Edward Jones at the time is what I was doing then. And I was like, man, I... it was a, while I was hitting all my goals, it just was not fun. Like, it was not for me. So it wasn't my passion. Sol jumped ship, went over, started working with them. And then you know, just slowly like there were so many homes going on the auction. So he was doing more the auction stuff, and I was finding homes on the MLS that we were, you know, flipping for clients and stuff. So [Got it.] So that's how we started.

S

Steve Trang 06:52

So with Edward Jones, you said your hand your goals. I mean, just for everyone that's listening, because there are a lot of people that listen to the show, [Yeah] that kind of either are still stuck in their W2, they've got one foot in W2, one foot trying to make this happen. [Mm hmm.] What were you making? We decided to jump ship?

B

BJ Gremillion 07:06

Yeah, no, I can totally relate because I actually had like, they would pay you a salary and then they also paid commissions. And so I think I would run around like \$60,000, you know, so like, it was a healthy income, like, and it was comfortable. And it's funny that you say that like one foot in one foot out, because I actually got my license, my real estate license, which you're not supposed to do, by the way, if you work for Edward Jones. They kind of own you, right? They say that's like your own business. But really, they take like, 40% of everything you make you get 60% [they're generous] so Yeah, totally. And that never changes by the way, you're always at 60%. And so yeah, turn... and I knew that you can get other licenses. But I, in my mind, I'm thinking that -- cuz I live in the gray, right? So I'm thinking, Okay, so I can still get like, go to school, get the license, just don't hang it with someone and I'll be good. And so I did that. And then somehow they do random audits. And they flagged me so I had two dudes show up, like FBI style, like, and I'm not even exaggerating, honestly. Like, they came to my office. They called me they're like, can you get here now? So I show up and they're in like black suit and tie. And they are like 300 pound bouncers, like, I've never seen anything like it. So I go in and they're like, Alright, hey, did you get your license? I'm like, Yeah, I did. So like, you know, that's against the rules. Yeah. Until like, Okay, well, you're done. And they call up St. Louis. And they're like, yeah, terminate them. And so yeah, it happened like that. And they're like, leave all your stuff here. Walk out. I mean, they changed the keys. They took my computer like it was legit. Like, I was like, wow, this is really happening. Okay, so I had to tell my wife...

S

Steve Trang 08:43

The pleasures of owning it but having a boss.

B

BJ Gremillion 08:45

Yeah, right. Exactly. So I learned quickly, okay, that was not my business. They really tried to sell you on that, like, it's your location, and you know, you're get to be your own boss. But obviously, that's not the case. You know, like, so. Great business model for them. You know, and I think that's great. Because I've built up a book of business from a phone book

for them, and then they're like, Okay, great. See you later, we get all the commissions, and it worked out great for them. [Yeah.] But, um, but it was also good for me too, because I think I needed that extra push, like, cuz I was trying to just, maybe I'll do a little bit on the side, maybe, I mean, you know, still stay here make money, because you have a mortgage to pay. And I just, we had a child, you know, and so I was like, I need to make sure I can pay the bills. So I can relate with that. You know, I mean, I had to be literally kicked out of my job [You were forced out] to get it. Yeah. 100% was fired, first time I've been fired.

S

Steve Trang 09:35

But thankfully.

B

BJ Gremillion 09:36

100%. And it was nice because the next day, I went to our office that was about two miles down the road at Presidential Realty at the time. So I just went down there started off, hit the ground running and you know, never looked back like actually, you know, made more money. I think that first in the first two months there then I then I was with Edward Jones from there. It's always been more so. It worked out. It was good.

S

Steve Trang 09:59

So it was door-to-door sales selling religion. [Yes.] And then door to ourselves selling alarms. [Yes.] For three years at each you both said? [Yeah.] And then for you door-to-door selling bonds. [Right.] Okay, so one thing I've heard is, if you're hiring Mormons, [Yeah.] they're great for door-to-door sales [They are.] because if you're selling religion, it's a tough sell. [That is a tough sell.] So, how much of that translated to what you guys do now, or just in real estate sales?

B

BJ Gremillion 10:35

Um, what do you think?

B

Brad Young 10:37

I don't know, I think you learn human connection. You know, you go out as a missionary, and you kind of forget about the things that you might want in life. And you legitimately, it's weird, because I can recall those two years staring at a whiteboard thinking about these families that had said, "Hey, you know, I would like to learn more." And so you're thinking about their individual needs. Like, what is it? What is it that they want in life? And

so, a lot of times in real estate, you talk about building rapport with a customer or client, it's very similar, right? Like, you're doing the same things, you're finding connection, and you're... and then something that's going to make their life better. And ultimately, when when you're picking up a deal, like a especially an off market type deal, it's usually it's because it's making their life a little bit better. They've, you're doing something they wouldn't otherwise be able to do.

S

Steve Trang 11:22

Got it. Did you guys have quotas? KPIs, like...

B

Brad Young 11:27

As missionaries? [Yeah.] I mean, you set your own.

B

BJ Gremillion 11:30

Yeah. And you do have to report like a district leaders, zone leaders, mission president like, there's like a chain of command, right, to it. And, you know, I think, I think it honestly, it's a good thing for, for the sole purpose, in my opinion, of you finally, like, lose yourself, right? Because if you think about it, you take someone that's 18, 19 years old, like, who is more selfish, right, then, at that point in your life? Like, I mean, I was so selfish, right? And so they take you...

S

Steve Trang 11:57

You knew everything.

B

BJ Gremillion 11:58

Yeah, exactly. Right. Like, my parents were idiots, like, you know, like, I knew everything we had all figured out. And so you go there in this new environment, you get thrown to a place you don't get to pick, you know, they're like, okay, like, I went to Alaska, and they're like, I don't know anything about Alaska, but whatever, I'm going there. And so, you know, you show up and you get off the plane. And, and I mean, yeah, you you're just thrown into a whole different world. But the whole focus turns from What do I want? What do I need, like, you know, it's all, it's all about dating and whatever, all that stuff, it goes from that, to you grow up quick, you know. And it's like, oh, these people, you know, don't have a home or these people are struggling with, you know, marital problems or whatever. And you mature a lot quicker than most, you know, because I, I've just seen so many young men

come back, and they really do come back like men, right? Like, they're, they're battle tested, they've been out there. And it's hard, right? Like, it's not fun, like, the nothing about it is fun.

S

Steve Trang 12:55

I can't imagine it would be fun in any way.

B

BJ Gremillion 12:56

From a worldly standpoint, right? Like, it's not fun. Like, you don't see those benefits, you're not making money, you're not like dating girls, all this kind of things. But in a weird way, it's all of us that go on missions will tell you that was the best two years of our life. You know, it's a it's a funny thing, how that works. It's just because you you learn to forget yourself, and and it's all about other people, and not you. And so yeah, the empathy thing, I think is definitely...

S

Steve Trang 13:20

And how does that having that different point of view affect your business? Like, how does that impact the way you guys run your business today?

B

Brad Young 13:28

You know, I think that, for me, personally, like, I moved out here, and, uh, in October of 2008, the next week, the stock market crashed. My first time to ever buy a home. You know, I'm early 20s, and the only thing I had known was a small apartment that was \$375 a month and we live and we slept on a futon, right? So it was simple, simple, simple life. And now all of a sudden, we're supposed to be big homeowners and, and you learn how to deal with adversity. I mean, I went to California, right? And, and you go there and people drive by in their truck, and they shoot you with paint balls, and they throw bricks at you. Like, that's real life that happens, you know? And so you think, okay, the first... my first like, instinct is grab a boulder and throw through their windshield. You know, I guess that's the first thing you want it because you just wrote 10 miles on a bike to get where you are. But you have to step back and be like, Okay, this just happened and that was their decision. Now I'm in control of mine. [Yeah.] And I think that so growing the business, like we start started in the middle of a recession. So you're learning how to put pieces in place while things are still falling apart. And I think that those two, for me at least, was like yeah, being able to just like stay calm during a storm.

B

BJ Gremillion 14:43

I think also like the leadership aspect is is huge right? Because what they do intentionally is they give you, you know, you're with the companion but then, kinda like what I mentioned, you have district leaders and zone leaders and APs and, and assistant to the president and then you have the president So, with that you have responsibilities right for those people that you oversee and that you're helping out. And so I think that they really try to instill that leadership aspect in you at a young age. So that it's pretty natural, right? You get used to talking to people too, like, I mean, when it comes to talking to sellers, that's cake, right? Like it's just fun. And you can just have a conversation. Like people that struggle on the phones with wholesaling and flipping. I don't understand that just because of my background and experience because I think I did so long. You know, where I was like knocking on random people's doors. Like there's nothing harder in my opinion than knocking on doors.

S

Steve Trang 15:35

You've got calluses on your knuckles.

B

BJ Gremillion 15:36

Yeah. Right. And, and, you know, you get your feelings hurt, right. Like, I mean, everyone's slamming the door, and you're like, the scum of the earth, and no one wants to see you. Right. Like, everyone's looking out the peephole and they're like, Are you kidding? Like,

S

Steve Trang 15:47

Well now we're looking at you through the Ring app.

B

BJ Gremillion 15:49

Yeah, right now now it's a lot I don't know how they do it.

B

Brad Young 15:52

Like they're still out there selling door-to-door. I'm like, how is that possible with that technology? Because I look at the Ring app, I'm like, Nope, not answering. I don't answer for any door to door salesman. So,

- S** Steve Trang 16:01
Alright. So what is... so you guys went, you guys joined forces because you guys met at the church, right? And then you guys worked at Presidential. What were you guys doing at Presidential?
- B** Brad Young 16:13
So I was working for a company called Resume Mortgage, listing their, their repos. And then kind of helping manage the trash outs, the re-keys, all the stuff you hear about. And the thing that made me hate it the most was I was doing all of the cash for keys for the company. So like,
- B** BJ Gremillion 16:29
I delegated that.
- B** Brad Young 16:30
Yeah. So because I spoke Spanish, I was, I mean, I probably delivered cash for keys to at least 500 to... between 500 and 1,000 families. And, like, I don't know if there's a time that scarred me more emotionally than like sitting around a table with half a dozen people and they're all crying and you're sitting there like, Here's 1,000 bucks. Can you get out of your house? Like it's not me. Don't shoot the messenger, but like, Man, you hate your life at that point.
- S** Steve Trang 16:57
Did you ever... ever have to do it right before Christmas? [Yeah.] That was the worst. [The worst.] Knocking on someone's door December 23. It's like, Hey, you got foreclosed on. [Yeah.] Gonna have to leave. [Yeah, you need to go right now.] [Not fun.] No, no, those were... those are definitely trying times. So but you aren't doing the REO stuff? So what were you doing when you started at Presidential?
- B** BJ Gremillion 17:18
So really, I was I've kind of found my niche in the MLS, right? And so it's funny because we say that now because I mean, anyone that lives in Arizona has like MLS, you can buy homes on the MLS? Like that really did happen? I'm like, yeah, it did. It really did. Yeah. So in like, 2008 through, I mean, even all the way probably like 2015, 2016, pretty consistently,

we were always finding homes, you know, for investors to flip. And so you know, when you start out, you don't have money, so you're making other people rich, which is fun. Like it's a lot more enjoyable when it's your money. [Oh, yeah, for sure.] But it was really cool to learn and other people's dimes, right. And so like you could... so we probably did with Presidential, I think we... I don't know if we ever have looked at the numbers, probably 1,000 right? Between the auction and the MLS deals and the stuff that we helped out different investors with throughout, throughout the years, we've been doing that we've probably done thousands of homes, right. A lot of those were for other people. But it was cool to see the whole process start to finish -- oh, this is how you do a flip. So eventually, as you scrape together money, you know, then you do them for yourself, and you do another one, you just keep rolling, and then eventually they all leave. Right. Like eventually, we figured out Yeah, I think we're good. You know, we're gonna go step out on a limb here and open up our own brokerage and, and there's a whole can of worms there that you know, we learned a lot of lessons when we did that.

S

Steve Trang 18:37

Well let's talk about those lessons because that's something that you hear a lot of people that are doing volume and they think well the next logical step is to open a brokerage. To which I always tell them no, that's not the next logical step. [No.] So what is what were the can of worms that you guys learned?

B

Brad Young 18:56

Okay, well, so yeah, so we move in and like, I think it was 30 days later, we get robbed. So they break into our building, like they break in our building and it was a super -- It was like very intentional, very strategic. They come in, and they all they do is tear apart our network system. There are floor seats to the Suns season tickets that's worth \$35,000 at the time -- they're probably were \$2 now -- but you know what I mean? Like that's what it was worth and they were sitting on -- didn't get touched. There's credit cards, they didn't get touched. There's there's a stack of cash and... because a guy, there's a couple guys that rented spaces from us. Nothing, none of that got touched. The only thing that happened was they took all of our computers and tore apart our network room. So it seemed like [It was weird.] It was seem really weird.

B

Brad Young 19:41

No. [Laughter] But it was like, it was crazy.

S Steve Trang 19:41
You think it was Travis?

B BJ Gremillion 19:45
Hope they catch those guys.

B Brad Young 19:46
Yeah. But yeah, they so that's what happened. And I think looking back now, we... I don't know if we'd ever started brokerage again. The reason why we needed it was, we had been, so we'd get stuff at the auctions all the time and we would then say, hey, yeah, we can help you get it and help you get it cleaned up. But you're gonna take your property management, we're gonna go here. You know, and and we were sending everything to a specific group. And we just... these people came back eventually and said, Hey, you know what, we just want you to manage it. And so when that came into place, that was where Travis and I, we didn't really see eye to eye. So we managed a couple dozen, maybe 30 or so properties when we were still together. And he just didn't want property management because he knew the liability. And that's where we really had a separating point. And that's the reason why we had brokerage really was to continue that.

S Steve Trang 20:33
Yeah, and I still won't do property management.

B Brad Young 20:36
I don't blame you.

S Steve Trang 20:38
Okay, so you're saying you wouldn't open a brokerage, but you wanted to do property management and most brokerages, generally speaking, don't want to touch property management. So then what would you guys do if you guys couldn't open a brokerage?

B BJ Gremillion 20:50
I mean, if you look at the businesses that we run an operate, I mean, that is by far the least income producing side of it. Like it's almost like it doesn't even really exist.

S Steve Trang 20:59
It's a loss leader?

B BJ Gremillion 21:00
Yeah, I mean, it's nice to have it there. So that like, yeah, if if you have some deal come across like, okay, yeah, like there's some money to be made there. Because I think each door and proper management, for instance, you average, let's say, \$1,500 a year right on that. So it's nice to have kind of, and it's also a nice, because like our whole thing, when we started off to I think our vision was, hey, we want to do like a one stop realty solution. That was our slogan for a long time. Like, we wanted to kind of be able to offer all the solutions, like because we were like, hey, like, I don't want to give anyone else, you know, money, basically, like, I want to keep it all, right. And so we were like, let's do property management. Like, let's, let's see everything from start to finish. Let's start a construction company. Let's do a development company. Like, if you think about what we've done, it really is it's like, I mean, there's something inherent in us that we hate having to pay other people to do We're like, Oh, we can do that. Yeah, right. So then we'll just start it up. I think as we're getting older and a little bit more mature, you know, a whole lot much more mature...

B Brad Young 21:54
At least older.

B BJ Gremillion 21:55
Yeah, we're at least getting older, I'm losing my hair and stuff. But like, I think that we're we're slowly being like, Hey, we need to simplify, right? So you go from I want to take over the world to like, Oh, now I need to like narrow my focus, and get really, really deep and really good at three or four things, you know, and so I think 2020 has been a big year for us in that regards. Where it's like, hey, focus your energy, talents and everything and just, you know, go hard at those things as opposed to trying to... So, just a perfect example. Speaking of all the opportunities that we come up with, so we're all entrepreneurs, Steve, I know I've listened to your show for a long time, I know that you have a ton of ideas. You're very similar minded. [Yes.] Right. You're a very kindred spirit to us. And so like, how many ideas you come up with every month that are like genius?

S Steve Trang 22:45

I mean, it's a lot, and then they get rejected by my partners.

B

BJ Gremillion 22:48

Okay. So yeah, we're the same way like we actually have, So we do. Do you do Level 10 meetings? [Absolutely] Traction? Okay. [Absolutely.] So we have our meetings, our meeting board, we have a section that is Opportunities, right? We did that, because we realized all that we need to do is just get it off our chest, I just need to tell you like how great of an idea this is, how much money it's really going to make, you know, and all, the all the great vision that I have for it that I just thought of on the toilet like 10 minutes ago, and I just need to get it out there to everyone, tell you how cool it is. And then we're like, okay, let's put it on the Opportunities board. And maybe we'll revisit it. You know, if it's a good idea, we'll come back to it. Well, I don't think we've ever come back to that Opportunity board. And it's just super long. It just keeps growing, you know, but I think it's a way for us to just like, get it off [And release it.] Yes. As opposed to Okay. All right. Yeah. Well, let's figure it out right now. Like let's scratch this out on paper and businesses started tomorrow. We got the website up and running, you know,

S

Steve Trang 23:45

You can you can get over it real fast. [Yes.] So let's take a step back. So someone right now that's listening, and he's like, man, I am ready to start a brokerage. What is the word of advice to that guy?

B

Brad Young 23:55

It now is this someone that wants to go into traditional real estate?

S

Steve Trang 23:57

Someone that's got a that's doing lots of flips. And it's like, well, you know, this is the next logical step. What, what, what are you telling them, because you saying it's open a can of worms?

B

Brad Young 24:08

what are they paying in commissions? Like, what are they paying to, get to unload all these lots of flips?



Steve Trang 24:12

I mean, I think usually, I think we hear a lot of is 1% [Mm hmm.] Right? Commissions.



BJ Gremillion 24:16

That's one of those things. If you've got a really good real estate agent, just go there, right? Like that, to our point, what we're talking about is you start to realize, like, Hey, guys -- we just talked about this before the show -- like, pay the experts, right? Like that's what they do, and be happy with that right? Like, just just give it to them, like they take that stress off of your plate. And then it actually alleviates so much more of your energy and so you have a lot more time to go deeper right and to get better at what you're mastercraft or whatever it is that makes you money right? So you know for us yeah, if we didn't have a brokerage and we're paying an agent and they were doing a great job, why the heck would you stop that, you know? And and do that. Like our... if you asked me that question five years ago, that would not be the same answer, probably, but I think we've learned.



Steve Trang 25:01

No, I had this conversation with someone on Monday with my bookkeeper. Because like when I first got started, you know the saying like the riches are in the niches. Right? Don't, don't be the jack of all trades because that guy doesn't, he just doesn't get paid. You know that guy's always you know, looking for the next deal, whatever. And I look at these old guys like, what do they know? [Yeah, right right yeah.] And now, now though we're much older, it's like, oh man, there's something to that, I should have done that.



Steve Trang 25:06

We're envious of the people that have like that one stupid niche business that just makes millions of dollars and they have like two employees, you know, [Exactly] how did you figure that out so quickly? Yeah.



Steve Trang 25:34

All right so was so the brokerage is the first business you guys started? [Mm hmm]] All right and that was roughly in 2016? [2011] 2011. Okay, completely off. All right. So then what was the next business because we're talking about lots of ideas, multiple businesses here, what was the next...

- B** Brad Young 25:50
Wholesaling and flipping was definitely like, I would say the first thing, and then when we moved over, we had to start a brokerage because we had property management under a different firm. And then[construction was after that] Yeah, I would say construction kind of came after that.
- S** Steve Trang 26:02
Okay, so that was around when? [2013. Yeah.] Okay. So not too long after. Okay, so, and that venture is still up and running? [Mm hmm.] That's still good.
- B** Brad Young 26:10
Yeah. [All right.] It's just evolved from small rehabs to now neighborhoods that we
- S** Steve Trang 26:15
Neighborhoods? [Yeah.] Wow.
- B** Brad Young 26:17
So if you... so it just changed a lot.
- S** Steve Trang 26:19
So who's running that?
- B** Brad Young 26:21
That's probably a combination of me and my brother. So of course, he's got he's got a bunch of guys that work under him.
- S** Steve Trang 26:28
Got it. And then after that, the construction Well, actually, before we move, so you guys were, did the construction and something you and I talked about... There are a couple of things. First, you guys are doing custom builds. [Yeah.] Not because you necessarily say hey, let's do custom builds. But for other reasons, that people are saying, Hey, I love your work. [Yeah.] You ought to talk about that. Because actually had that same exact

conversation with Tucker. [Mm hmm.] He was on the podcast about seven, eight weeks ago. Yeah, [Merrihew? Yeah. Okay.] See? And it was the same exact thing. He's like, I don't...

B

Brad Young 27:01

Beautiful homes.

B

BJ Gremillion 27:02

Yeah, he does. He builds them on the lake. Yeah,

S

Steve Trang 27:05

He's like, it wasn't like, Hey, I'm gonna set out to build a construction company. It was like, Hey, we see you guys on Instagram. We see you're walking through your houses? Well, what it takes to build a house for me?

B

BJ Gremillion 27:15

Yeah, yeah. I mean, it was it was similar along those lines. I think, like, we started off with spec homes and using other contractors, you know, and then we realized again, like, Hey, I think we build this out and do it ourselves, you know, and so we started doing some spec homes. And then yes, like, I think, from those, we would have open houses, and that at the spec home sales, and end up like, Well, what else do you guys have? What other land do you have? And then it's like, oh, well, we don't really have any land, but we could get some land, you know, they want us to build for you, then. [Yeah.] You know, we don't want to turn on any opportunities, then you know, that? [Yeah.] So it evolved to that. I don't think we, I don't know, if we envisioned it to be where it is, right now. It definitely has taken on a life of its own in a good way. There's a lot of learning curves on the real... on the construction side, though, I mean, it's completely different. The wholesale operation, you can run a very lean operation, you can run, like, so our operation right now has like four or five people, right. And that's the whole business. And it's seven figures, and it is great. But you can do that with just, you know, a couple sales guys. And then you know, assistant and transaction coordinator kind of thing. So construction,? Can't do that. [Right.] Like there's, there's the, especially when you're doing custom builds for clients, like they expect you to be there on a daily basis, you know, maybe not meet with them daily, but like weekly, you have to update them and, and they want to know what's going on. And so we realized our sweet spot for, you know, project managers is about four homes, you know, on average. And so [Per?] per project manager is on homes, oh, at a time at a time just for

projects that they can run at a time. [Got it.] So when they finish one we'll give them another one. But, but with that, there's so many other things that goes with it, right you have a selections coordinator, you have an assistant, you have like the general contractor, you... so you know when you, when you look at and you have all the trucks and you know all the equipment that goes with it. So, so when you're running that construction operation, it's it's no joke on the overhead side, it gets to be expensive.

S

Steve Trang 29:13

So you don't have the same profitability like you do in wholesale flipping.

B

BJ Gremillion 29:15

No, no, I but what would you say it is?

B

Brad Young 29:18

I think it's close, but it's definitely not able to run near as lean. The difference is like you might go do \$15 million in gross revenue on your on your construction business, you know, whereas you might do a few million in gross revenue on your wholesale flipping business.

S

Steve Trang 29:34

But you're saying the profitability is still like in the wholesaling?

B

Brad Young 29:36

I mean it's still decent. But I think for us right now, we're still in, I would still call it -- I don't wanna call it infancy because it's it's been running for a while -- but we're still learning, you know, and I think that if I think there's guys that get 30, 40 years into it, and they've really dialed it in, and I think then you could see some things that are really cool. For us, we're, we're more concerned with the experience right now. Just trying to make sure it's a good experience for us and for the customer. [Yeah] I don't If we run as lean as we could, because we're trying our best to not skip beats, you know,

S

Steve Trang 30:04

So like for us our wholesale business, we're targeting a 50% profitability. What do you guys target [That's awesome.] What do you guys target on your construction?

B Brad Young 30:14
Right now? I think we're running a 30%. [Yeah.] Like, and that's for us, that's a good, that's a good thing. So if we can, if we could keep that, would be a pretty good thing. There's some jobs, and it's why we stopped doing remodel work, because no one wants to pay for a remodel, and no one knows -- that's open heart surgery. And it's just like, it's really, there's a few jobs when they're cosmetic. Yeah, you have a good return. But when you start ripping things out, you know,

S Steve Trang 30:39
Change orders...

B Brad Young 30:39
Change orders, and customers get a little grumpy because they don't realize that they just told you to tear down 17 walls, but your job should still completely complete on the same date. You know what I mean? Like, and why'd my budget just shift even though you just added Viking appliances to my kitchen? You know what I'm saying like, right, that's what that's like the like, the the bummer part of that. So we just stopped. We don't offer remodels to anyone because people don't value it.

S Steve Trang 31:02
Yeah, no, I think that totally makes sense. Everyone underestimates how much work is involved [Yeah] in a remodel. So then, the other thing, because that you and I, so we're both, we're all and CG together. So we, we're funny enough, on the same flight there. So we're talking and one of these I said, like, I hate flipping. And you basically said to me, "Well, you're doing it wrong." I was like, cuz I don't want to do any work. He's like, what was your response? Do you remember?

B BJ Gremillion 31:28
I don't remember what my response was.

S Steve Trang 31:29
It was basically, like, you shouldn't be doing any of the work. [Yeah, right.] Like that should all be delegated.

B

BJ Gremillion 31:34

No delegation's an awesome word. That's my favorite word probably in business. Like I mean, in in, you know, you get to a point where you have no choice but to delegate. Like when you're running multiple business, and you know, this, like you, you run multiple businesses, and you do a phenomenal job at it. And so, you know, when it comes to doing that, there's no way you can do everything. You can't wear all the hats. And I think sometimes that does frustrate maybe some of the employees when they see like, oh, man, you're just pushing these responsibilities off, you know, to us, but it's like, Hey, you know, in this eight hour window, we got to deal with this whole plethora of different businesses, you know, there's problems, there's fires always that you're putting out in any business. And so just compound that by, you know, four or five, and

S

Steve Trang 32:12

oh, yeah, the level of complexities.

B

BJ Gremillion 32:14

Yeah. So yeah.

S

Steve Trang 32:16

So then, so we got the construction in 2011. Then what was the next business?

B

BJ Gremillion 32:20

That I think we took a little, you know, hiatus for a minute on, like, creating the new businesses. I know, we brought on the development side of it, because it kind of goes hand in hand, obviously, with the construction side. And then since then, we've also added a plumbing company as well, which has been a great experience, we found a there's a good friend of Brad's, that has been doing it for about 20 years. And so you know, he just had some frustrations with not having the processes, the people, the technology, you know, kind of that pyramid. So we obviously came from that background. So in I think that we're pretty good at it. We're working on a lot of things always. But I think we saw it, that was a really good relationship. So we merged together. So plumbing is awesome, because turns out it's recession proof, like people always have to poo, right? So I mean, there's always going to be a need for a plumber.

S Steve Trang 33:14
It's like owning a funeral home.

B BJ Gremillion 33:15
Exactly. Yeah. It's one of the best businesses and there's so many you know, different ways you can make money in the plumbing, right, like new construction service, you know, remediation work and so. So that that's actually been really fun for us to work with, with that. It's the first time we ever merged with someone and, and it's, it's growing like crazy. We're just hiring nonstop. It seems like we're always trying to find plumbers, which are really hard to find, but anyone on the show, if anyone here knows a good plumber, we are looking to hire so, it seems like perpetually. So yeah, that's kind of the, I guess, all the businesses that I can think of anything I missed.

S Steve Trang 33:51
I thought there was another one. No, that's it. That's all of them.

B BJ Gremillion 33:54
So HVAC is coming next year. So plumbing always has to have the HVAC component to it. So and there's another good friend of ours that he had an HVAC company for a long time. So we're like, Hey, we already have the plumbing side figured out with a dispatcher in place in the in the facilities there and everything. So it's like, hey, that that's the next.

S Steve Trang 34:12
So what it sounds like is you've got your operations running, because you got your operations running, people are coming to us like, Hey, here's a business I have and you can look at evaluate each one say, okay, that's something we want to partner with or not.

B Brad Young 34:23
[Yeah.] Yeah, kind of a cool experience with that was Jason the the plumber, the light, the guy that has a license, you know, and a good friend of mine. One of our meetings, you know, we're sitting here in an L10, which is super foreign to him, because he's never been in any of this. And he brings up says, Hey, I was just talking to a buddy of mine. And he he saw some things and how they were changing, and he's an electrician, would you guys be interested in doing the same thing? You know? And so we haven't pursued that because

we're not ready, you know, for but I mean, I think it just brings new opportunities all the time. And I think it goes back to your point of delegation, that's, that's when you start realizing Okay, time blocking becomes really, really important and I'm horrible at it. Cuz I'm also one of those people likes to be hands on all the time. [Yeah.]

S

Steve Trang 35:04

Well, I think that's one of the fun things, right, for anyone is listening. And that's as an entrepreneur is like, you want to learn wholesaling, right? You want to learn marketing, you want to learn sales and, and running a business and so on. But the really cool thing is once you get good at running one business, [Yeah] you can scale that into other businesses. And that's like, the funnest thing. I think that you know, for anyone that's struggling right now, like that is the upside. You know, I'm not saying there's anything wrong with like, you know, wanting to travel and having all that free time and work four hour work weeks, I think this, that's also an option. But for us, right here, where we're entrepreneurial junkies, like starting the next business. It's fun and it's actually you have to have the discipline to say no, but...

B

BJ Gremillion 35:46

The hardest word.

S

Steve Trang 35:47

But when you find those opportunities, it's, it's magic, because you already have the systems in place. They've had a good business. And you can, [yeah,] partner up.

B

Brad Young 35:54

That was like, to that point. It was like when we opened up Michigan, right? It was like, we figured out how to wholesale here. We had a sales rep here that we loved, and he seemed great for us. And it was working here and then he needed to move back home. He's like, would you guys consider opening a branch here? So

S

Steve Trang 36:08

I knew I forgot one.

B Brad Young 36:09
What did we do?

B Brad Young 36:10
What do we do? Six days later, we bought an office building and we're up and running in another place. And we're like, holy crap. Yeah, this does work. Like you can rinse and repeat this. It's... It is very, very different going that far away. That's something we're not [sure.] We haven't figured out yet. I don't think to run from a distance. But you got to go there on a regular basis.

S Steve Trang 36:26
Well we're going to be learning that soon because we're expanding to Albuquerque. [Oh, nice.] So one of the things we talked about is you're running multiple seven figure businesses sanely. So let's talk about that. Because you've got four or five kids? [Five] You got five...

B BJ Gremillion 36:42
So does he.

B Brad Young 36:43
Five. Yeah.

S Steve Trang 36:44
Oh, S you guys have a lot of things going on.

B BJ Gremillion 36:47
Even more in common, right?

S Steve Trang 36:48
Yeah. So how do you guys balance all of that? So because it's all about running your business sanely. Like, how do you run multiple businesses, and balance that with family? And how do you keep everything sane?

- B** BJ Gremillion 36:59
Yeah, he mentioned time blocking. And I think the one of the biggest things that we did, we got a consultant to come in. That was huge for us. That was in 2019 or 2018? [2018] 2018. Gary Hart brought a lot of people have used them in the show, I'm sure.
- S** Steve Trang 37:14
He's coming here next week for me.
- B** BJ Gremillion 37:15
There's your plug, Gary. But no, he did great for us. And it was, he kind of opened up our eyes a little bit. He helped us get Traction going and the Level 10 meeting.
- B** Brad Young 37:25
BC Books, missed one.
- B** BJ Gremillion 37:27
Oh, yeah, BC Books. Yeah, sorry. As we're talking, we'll probably think of other things that are kind of going on.
- B** Brad Young 37:31
It's an accounting service with some CPA services and tax strategy, but I forgot it.
- S** Steve Trang 37:34
That's my next venture I'm working on, slowly.
- B** BJ Gremillion 37:36
Yeah. Smart. Yeah, so I mean, we, uh, crap. I just lost my train. Where was I at?
- B** Brad Young 37:42
Sorry. You were talking about Gary and how he brought clarity.

B

BJ Gremillion 37:44

Yeah, yeah. Okay. So he introduced Traction, right and Level 10 meetings. So for people that are not familiar, definitely pick up that book, you know, read it. So what we did was we incorporated. We had we went from pretty much never having meetings or just ad hoc meetings, right? Whenever

S

Steve Trang 38:00

Never having meetings?

B

BJ Gremillion 38:00

Yeah. [Man.] Yeah, exactly. "Got a minute meaning." Yeah. So those are bad. He's the worst of that. He'll always like pop in like, hey, you got a minute. I'm like, Oh, no, this is an afternoon. This is that, this is not gonna go good. So, but yeah,

B

Brad Young 38:15

I've gotten better. [He has.] I repented.

B

BJ Gremillion 38:16

Yes. But yeah, I mean, and and really, I think a big piece of that was we actually put in, hey, every week, your meeting, you know, and you have a Level 10 meeting, and you get to rate the meeting began, like, how was it? You know, how can we improve? And so, you know, people, I'm sure think that we're always in meetings, but they're very purposeful. And they have a very specific reason. There's an issues list. Like, if there's ever an issue, like "Got a minute?", hey, put on the issues list we're gonna talk about on Thursday, you know. And so it gets the point where you don't have those distractions, because there's so many distractions as there is right, so. So I think that was a big piece. And then what we did was we realized, okay, we have a core business. That's like the trunk, right? And then from that, as long as you feed that thing, and as in any opportunity that comes our way, it can't be out in left field, it can't it has to be attached to that trees, like, so that's why we're doing HVAC, plumbing, you know, like, we have the construction, the proper management, it all, it all works together, right? And we're benefiting from all of those things with all the projects that we're doing right.

S

Steve Trang 39:15

You have vertical synergy.

B BJ Gremillion 39:18
Yes. Yeah. [Yep.] Great way to put it. [Yeah.] So

S Steve Trang 39:22
So but then, so Level 10 and Traction. So that's one part; that can be the only part, that can't be the magic key.

B Brad Young 39:28
For, so for me, for me, this might be cheesy, but I would say my wife. Like honestly, like our dishwasher, went out yesterday and I'm running to Lowe's, pick up a dishwasher and she's helping me install at 11 o'clock at night. Like she's, she's a trooper...

S Steve Trang 39:42
Your wife can install a dishwasher?

B Brad Young 39:43
I mean she could help me. She, but you know what I mean? Like,

S Steve Trang 39:46
I can't install a dishwasher this.

B BJ Gremillion 39:47
I can't either. Yeah, we would not be doing that.

B Brad Young 39:50
But I mean, you know what I'm saying? Like we're just... there's not a whole lot I think that's gonna... like don't get me wrong, her buttons get pushed if I like get tunnel vision and then I go home and I'm still like, can't focus on home, you know. But, but I think that that for me, I think that's what's helping with it, with the sanity, right? It's like you have five kids at

home and right now we're homeschooling our kids because everything is a little bit crazy. And, and she's owning it. Right, like and she's like completely owned the household not, that's not a sexist thing or like anything like that. It's just like, I couldn't do that. I couldn't do both. And I couldn't do... I couldn't be involved on the other side as much as I am without her putting in what she's putting on that side.

S

Steve Trang 40:29

Yeah. You mentioned time blocking earlier. [Yeah.] Can you expand upon that?

B

Brad Young 40:34

Yeah, I'm horrible at it. And I really am. But I'm getting a lot better. Like, it's something that I consciously make an effort to get better at. Similar to not walking in and saying you have a minute, unless I've taken a ZipFizz and I can't contain myself. So yeah, I, I tell myself, okay, from these, in these two hours, one, I've got a little bit of Scripture study, and then I've got catch up on some emails, and then don't look at my emails for this long. And I actually got to I turn my notifications off, on like, I don't get really notified on my watch and I don't have them on the face of my phone anymore, or on the status bar, because I'm like, they were eating up way too much time. And it's not real effective time. And so then it allowed me to say, Okay, I know that I'm going these three days to this project to look at development progress. And I know what times I'm going to go in the morning. And so I kind of already know what to expect those days. And then there's always infill stuff, you know, stuff that you don't expect. But

S

Steve Trang 41:28

Right, the fires that happen throughout the day. [Yeah.] Is there a third partner? Or is it just the two of you?

B

Brad Young 41:34

There's a third partner. Yeah, so his name's Nick, and he is the license holder for the contracting side. It used to be my dad. He still holds an active license. And then my brother's been there. And he's worked. We've worked together with him also for probably seven, eight years. [oh wow] He kind of started out doing the maintenance on the property management side. And he's always been in the contracting side, or, you know, that construction world and, and got to the point where he's like, Hey, man, I under this license, I've ran the last 15 spec homes. And when we did this little development of seven homes, I was in the middle of it, like, I'm gonna go get my license. Yeah, that's where it

was.

S Steve Trang 42:11
Any other tips? You know, for people with lots of kids, and multiple businesses?

B BJ Gremillion 42:14
I mean to his point, yeah, like,

S Steve Trang 42:15
And he treats this each business like a baby. I mean, so like,

B BJ Gremillion 42:18
It is. Yeah. I mean, I, I don't know, any real successful entrepreneur, you know, that doesn't have an amazing wife behind them. Right? Like, they don't get all the credit. And if you don't have a supportive spouse, you know, wife, husband, whatever, like, it's hard, you know, especially if you have kids, you know, I really sympathize with people that are having to struggle with, you know, having to do both, right, like that. I my hat is tipped to you. Like, that's incredible. I have so much respect for you. But without question, like, if it weren't for our amazing wives. And it's funny, they also do like the design work, you know, so I guess that would be another business, they know that we also have run and they were running it off, they did an awesome job. Kind of the same thing when people were like, Hey, we love your homes, who designs them? So there was a natural...

B Brad Young 43:06
Then strange thing, they got pregnant.

B BJ Gremillion 43:07
Yeah. And then of course, you know, we ruined that for them. So. So they haven't, haven't been doing that for about a year. But I think that they'll eventually get back into it because they, they really do love it. And they're business partners, which is just kind of funny. [That's awesome.] And so yeah, you know, I think, I think we've always decided to do it the hardest way, right. Like everyone says, Don't have a partnership, right. Like, and I've heard lots of people come on your show and preach against it, or for it or whatever.

S Steve Trang 43:33
I preach against it all the time.

B BJ Gremillion 43:34
Yeah, yeah, you do, actually, even though you have a partner, right?

S Steve Trang 43:37
Multiple partners.

B BJ Gremillion 43:38
So you've seen the light. But but it's also hard. My wife always hates it when I say it's like another marriage. But honestly, like, there's some thing, I mean, it doesn't have the benefits of marriage. But there's, there

B Brad Young 43:52
Are we going there? [Laughter]

B BJ Gremillion 43:52
We're live, right? Crap. But you know, there, you have to make sure that you're also taking time together. And you have to the communication aspect of it is crucial, like. And we've had our issues, right, like, it's not been pretty at times, like there's been some really rough patches. Like, if anyone wants some great stories, come talk to us about all the things that just drive each other crazy. But I think we've learned eventually to be like, Oh, that's just who he is. That's, that's and then you have to learn, just like with personality assessments, right? Like when you figure out Oh, this person, this profile, right? And this is how they like to communicate. And this is their love language. This is how they want to be treated, right? And that we're all different. Yeah, if you can figure that part out, then I think you're gonna be fine, you'll be successful. But you have to check your ego sometimes, like you have to be like, I'm gonna let you run with this one, you know, and I'm gonna step back and I know he does that with me. And I try and do with him like, hey, I want you to run with that business and stay in your lane and then he's gonna run that business and stay in his lane. Because there's things that he knows when he started talking about dirt work and like machinery, I literally... it's like he's speaking Spanish to me. Like he starts going off on like, Oh, yeah, we need this for plumbing and blah, blah, blah. And we need to put this culvert

in. And I'm like, I don't even know what any thing you just said, right? I don't know anything about construction, but I own a construction company. And so there's things that he says. And then if you were to ask us, well, what are your KPIs I Like? What are your marketing? Like what's all that? Like, he probably wouldn't know a lot of that, because we just stay in our own lanes, you know.

S

Steve Trang 45:26

So, let's go back to I mean, what most people are listening to is wholesale and flipping. [Mm hmm.] So we went through all your different businesses. But let's go back to, I think you said the trunk. [Yeah.] All right. So let's talk about business. [Okay.] What does your wholesaling flipping company look like right now?

B

BJ Gremillion 45:43

Like, how many people are in it? Like how...

S

Steve Trang 45:45

Volume, and then yeah, the organization.

B

BJ Gremillion 45:47

Yeah. So I think we're on track like, we're gonna do about 70, 75 homes, you know, that we're wholesaling and flipping this year. It's a weird year... every year is so different, right? Like, I mean, Arizona is just, it's crazy. But the interesting thing is, you can do less now and obviously make more money. And that's something that we noticed. So our average flip is about \$30,000, wholesales about \$25,000. So they're not too different, which is why a lot of people are going into wholesaling. So we went, we were doing a lot of flips, you know, a couple years ago, or even up to last year, we were doing flips. This year, we went to the wholesale, it just makes so much more sense. [Yeah.] You know, just with the numbers. So that \$5,000 difference doesn't.. I mean, it's so worth it to take the money now than wait, you know,

S

Steve Trang 46:33

With the risk and the headaches.

B

BJ Gremillion 46:34

Yes. Yeah. So that's that's kind of where we're at with that business. And it's lean, you know, it runs well, but probably not that 50% margin work, but, you know.

S

Steve Trang 46:45

Is it, is it where you have... because we have, you know, our average fee is, I think, high \$13,000s, low \$14,000s. Okay, average wholesale fee. I was flipped profit is like \$18,000 or \$19,000. Right? Not amazing. [Yeah.] But part of that has to do with we will buy what we can't wholesale. So like that's [that's kind of where we're at] We are reluctant flippers. [Yeah.] So we only flip like the stuff where we're like, okay, we couldn't wholesale it. [Mm hmm.] And so I think for that reason, our margins are... that's the reason why I think our flip profit is so close to our wholesale fee.

S

Steve Trang 47:01

Yeah, that makes sense.

S

Steve Trang 47:21

Is that something that's experiencing, that you guys experience? Are you \$25,000 to \$30,000? Like, if you guys were intentional with your flipping, like we were gonna be flippers only and we're looking to buy the right ones, [Sure] would that \$30,000 be more like \$40,000, \$45,000?

B

Brad Young 47:31

Yeah, I think we could do that. And one of the biggest things that helped I think, on that side of the business was getting a superintendent dedicated to just flips. So in the past, we had kind of crossed, cross trained a super that would have like one or two customer remodels mixed with our flips. And it was the wrong approach. He was super talented, you know what I mean? But like, Yeah, when you've got an naggy customer, then all of a sudden your flips, which have a higher interest, potentially, carry cost, and more profit they get put on the back burner. [Yeah, right.]

B

BJ Gremillion 48:00

Yeah, we get back burned.

- B** Brad Young 48:01
So yeah, making that
- B** BJ Gremillion 48:02
Because we're not going to be that pesky customer.
- B** Brad Young 48:03
Yes. And making that switch. I feel like was such an awesome move, we got to where it was like, okay, we know we're going to turn every home around in about 30 days. That's our average turn time. And
- S** Steve Trang 48:12
That's really good.
- B** Brad Young 48:12
And we kill... we kill the budgets now. And so we might get more into flips, you know, if wholesales get harder to do, but I don't know, that's your role, so...
- B** BJ Gremillion 48:20
Yeah, sure. I think there's, there's a piece of the reluctant, right. Like, if we can't wholesale it, sure we'll take it down and we're fine doing it. But then there's also the piece, you also have to make sure that that person has enough work, as well. So we always well, even if we're like we could still almost make the same money. We're still gonna give him at least two to three projects to run because we know that's his number.
- S** Steve Trang 48:20
Yeah, that keeps him employed.
- B** BJ Gremillion 48:42
Yeah. And just and he'll just keep going. And he's awesome. Like, we've been super blessed to have him this year. You know, it just makes such a huge difference. Because it is it's a different gear. Like you said, You can't go from a remodel with a very needy customer to a

flip.

- B** Brad Young 48:56
Especially if you got, you know, you get the, what is it the the...
- S** Steve Trang 49:01
Squeaky wheel gets the grease, right.
- B** BJ Gremillion 49:03
100%, that's always been our frustration with lips. Yeah.
- S** Steve Trang 49:07
So you have to service her, because she's gonna keep complaining. But you don't want to serve her, because, [yeah] it's costing you money. So what does your organization look like as far as the people in, in servicing all these different companies?
- B** BJ Gremillion 49:21
Yeah. On the wholesale side, or overall?
- S** Steve Trang 49:24
I guess we'll we'll go the wholesale flips.
- B** BJ Gremillion 49:25
Okay. Yeah. On the wholesale side you know, we have a transaction coordinator. We had two acquisition agents, and then we have, yeah, like our guy that's running the construction side. I think that's everyone. Hopefully, and then of course, they like the accounting department that helps us out on that side, but, but they're also over all the businesses, you know, so there is some cross there, but that's it. But there's not there's not a whole lot of
- S** Steve Trang 49:52

It's not crazy overhead.

B

BJ Gremillion 49:54

Personnel, it's just not. Yeah, and of course they're 1099 you know, at least the sales guys are. There's just not... we've, we've kind of gone back and forth with having a lead intake, as well as sales agents. And and I think there's definitely an argument to have a lead intake so that you know, you have checks and balances, and they're checking up on the sales guys and stuff. So, but then on the other side, you know, when you have a really good salesperson, they kind of like to be able to take the phone and they know, start to finish.

S

Steve Trang 50:20

They're gonna run it to the end.

B

BJ Gremillion 50:21

Yeah. So yeah, done it both ways. There's not necessarily right or wrong. It just depends on the company.

S

Steve Trang 50:27

I think, I think depends on the person. [Mm hmm. It does. Yeah.] And so with, with everything set up right now, like, I guess you got one person running the books. She's managing, he or she is managing all of it. Okay. Yeah. Because I kind of have that situation right now with mine, and it has been pretty convenient. [Yeah, it's awesome.] We slam all the companies into just one.

B

BJ Gremillion 50:55

Yeah. You just have one person right now doing all your books, or do they have an assistant or anything like that?

S

Steve Trang 51:01

Uh, I meet with her once a week for an hour. [Oh.] And she manages... she has one assistant that kind of does like [the data entry stuff], the data entry stuff. And then I'll complain to her like, Hey, this is wrong, because I review it. [Yeah.] But alright, so we got Marquis Dequan wants to know, is fix and flipping still sexy in a down market?

B

Brad Young 51:23

First it's always gonna be, like I think there's, there's opportunity everywhere. It's just some people start to look away from it. Like I remember when we were getting going. And repos are starting to dry up, you probably remember that time and it started to pivot into a short sale market, and wasn't sure what to do. So I booked a trip up to Winnipeg, Manitoba. And because I was looking at arbitrage, like the exchange rate you make, they're making 30 cents every dollar they bring to the US. So I go up there and I meet with a bunch of newspaper printers and whatnot and find the guys that hey, these guys send the most articles to this age group. And we held a little seminar and they came down and it was in a depressed market that was still going down. But next thing you know, 80 people show up. And we're still working with a bunch of people today. [Yeah.] You know, where they just... [Oh really?] Yeah, same investors like and [Wow] I get a call from one of them last week and he's like hey, so what's going on in Michigan, I'm ready to fire it up? And I'm like, we just finished a couple of his homes and here in Phoenix and like so I think in a down market you just have to think a little bit outside of the box. [Yeah] Cuz when we're down, the other countries are up. So some of our investors, one came from -- he was in Saudi Arabia at the time -- when we came down, we got him and he, things were good for him at that time. And the same thing with like, Canada, so

S

Steve Trang 52:32

Interesting. So David Martinez wants to know, what do you guys do right now for wholesaling? Because this is a, this is a competitive market. [Mm hmm.] What do you guys doing?

B

BJ Gremillion 52:41

Our marketing? [Yeah.] So on the marketing side, we do postcards. We had a lot of a lot of it we were doing on our own as far as like getting the lists and scrubbing them and then you know, sending out the, the mail pieces and everything. And now we have you know, delegated that. Investor Machine right now does everything for us. And so Jason Lewis is a good friend of ours, and he's been into masterminds with us, in two different masterminds. So that he's just, he's good at what he does. He is really, really smart. And so he's, uh, he's kind of figured out the lists side better than what we could do, I think and so

S

Steve Trang 53:21

Well he's automated it. [He has.] He knows the list. We know the list. [Yes] We know which

list to target. [Uh huh.] He's automated.

B

BJ Gremillion 53:27

He has automated it. He's got a lot of VAs. He's mastered VAs, like, he's like the guru when it comes to that. And so, so yeah, like we started with him a couple months ago. It's been good, but as you know, I mean, like it -- I don't know if it was the same way for you guys -- but November was just hard. It was horrible for us. And it was funny, cuz we were talking all these other wholesalers. And they're all saying the same thing. Like, I don't know what's going on. It's kind of crickets right now. You know it could be elections and stuff had something to do with it.

B

BJ Gremillion 53:54

Yeah. Everyone got tired, and blew the marketing.

B

BJ Gremillion 53:58

Yeah, sure. It's crazy. So yeah, postcards is a big piece of it. Facebook has also been really good. We have a company that we've worked with it's, you know, we'll probably get one to two deals from that every month. And so they've been good. And then we just started up with another marketing agency in Scottsdale, and they've also been helping out some of the Google ads and those kind of things. And so it's been fun to see, you know, all these different approaches and looking at you know, the KPIs and what makes the most sense. So, [yeah] you're always adjusting always right. Like it's like on a monthly basis. You have to look at the numbers and say, oh, like what's making money what's not, and then you adjust, you know, your budget. So

S

Steve Trang 54:37

I know, that's the fun stuff, right? So yeah, it is, I love that stuff.

B

BJ Gremillion 54:40

The marketing, you have to love marketing. I think if you want to be successful, you have to have, or you have to have someone in your business that loves marketing. If you don't, you're going to be in trouble.

S Steve Trang 54:48
You need an analytical person.

B BJ Gremillion 54:50
Yes. And that too. Yep. Yeah, I didn't know what a KPI was, like full transparency. I didn't know what a KPI was until like, I think 2017 or something like 2018 I was like, "what the heck is a KPI?" Because we went to a, to a mastermind, and they and they were like, spitting all these numbers, well, what's your cost per acquisition? Like, what's your you know? And I'm like, What in the world?

B Brad Young 55:09
And I'm like, it's a high end chocolate, don't worry about it.

B BJ Gremillion 55:12
I was like, and I in the wrong place?

S Steve Trang 55:14
Well, so, and I think that's best, the evolution, right? And I think also, when everything's really good, yeah, KPIs don't really matter as much. I mean, they matter. But they're not as critical. [Mm hmm.] But it's, you know, like what Buffett says, right? When the water goes out, you can see who's been swimming naked. And that's the KPIs where it really matters. [Yeah] Cuz those that don't have KPIs, [Yeah.] Are gonna wash out.

B BJ Gremillion 55:33
Yeah. I mean, if you're in this market in Arizona, forget it. If you don't know what a KPI is, you're getting run over, right? Like it's gonna hit you hard. Like you just wasted all your money. Yeah, like, that's just what it comes down to. Because it's so competitive. But back then, like you said, a lot of things you could mask a lot of mistakes because you're making money. And so, but you don't know all the opportunities you're missing out on so just because you weren't looking at it.

S Steve Trang 55:53
I mean, that's my biggest regret. I mean, I had a freaking goldmine with, with PPC, right. I

mean...

B BJ Gremillion 55:56
You did?

S Steve Trang 55:58
I did.

B BJ Gremillion 55:58
That's right, yeah.

S Steve Trang 55:59
And I completely blew it because I didn't know what I was doing.

B BJ Gremillion 56:03
Yeah, like, how much was it per per click?

S Steve Trang 56:05
It was \$2 a click, \$12 per lead, for motivated sellers where there was no competition.

B Brad Young 56:12
Holy...

B BJ Gremillion 56:13
You just didn't know what you were sitting on?

B BJ Gremillion 56:14
I didn't know what I was sitting on. Totally I blew it.

- B** BJ Gremillion 56:16
It's funny. Funny but sad.
- S** Steve Trang 56:18
All right. So for Marqui has a follow up question. Any tips for wholesalers trying to transition into fixing and flipping?
- B** BJ Gremillion 56:26
I don't know if I would do it. I don't know why you'd want... I mean, it's it's good. Kind of like what you talked about, if you... if it's going to be a matter of a Deal or No Deal. And you know that there's meat on it, then great. Take it. But I mean, it's tough to do the transition in this market. And I don't know where he lives... Does it show where he lives?
- S** Steve Trang 56:43
No, it doesn't.
- B** BJ Gremillion 56:45
So it depends on the market. But here in Arizona, there would be no reason why I would do that. So it's very specific to your market, just because there's plenty of people right now that you can sell to. And you can get almost any list and be able to sell it to people right now. But if you want to I don't know if you have any.
- B** Brad Young 57:01
Yeah, the only feedback I would have is, is crawl before you walk. Like if I was getting, if I could go back and say... I remember some of my first flips, they were very cosmetic. They were 2008, 2009 [very good point] you know, type builds, or 2007 builds, you know, even? [It's real easy.] You know, so it was really easy. Like these are like lipstick on pig legitimately type, that type of deal. So that would be my only advice would be like, don't don't get in and try and move walls and rearrange plumbing. And, you know, do something crazy. You know what I mean like, you're gonna overwhelm yourself or could.
- S** Steve Trang 57:32
We still... So I set a hard rule for Max and he's, of course, he's stepped right over it.

B BJ Gremillion 57:37
He's pushing it. Yeah.

S Steve Trang 57:38
So it's like we're not moving any walls. [Yeah] Like, we'll, if we're gonna take anything, if we're gonna take anything down, we're not moving any walls. [Yeah.] He's like, well, it's only one wall.

B BJ Gremillion 57:47
True salesman, right? [Yeah.] Yeah, no, I 100% agree. For that reason. Yeah, start with the cosmetic. If you're gonna do a flip, make sure that it's basic right, paint touch up, and then get another crazy stuff. But when we did the, when we actually looked at our KPIs, we realized there was a massive... it wasn't even close. The divide between the crazy rehabs where you're moving walls versus the ones that were cosmetic? I bet you there was like, a \$20,000 on average difference per house. Like it was it was like, substantially more so.

S Steve Trang 58:21
But you have to work your way up there.

B BJ Gremillion 58:23
You do. Yeah. I mean, now it's a lot better. Now we have someone dedicated to it and we can do that, but we still don't want to. We still want to get the cosmetic ones.

S Steve Trang 58:29
Yeah, yeah. Get the fast ones. Yeah. We want to sell those to a flipper.

B BJ Gremillion 58:33
Yes. Let them deal with it.

S Steve Trang 58:35
Alright. Leo Aguire wants to know, what is your Why?

B

BJ Gremillion 58:40

So I listened to a podcast by Ed Mylett, is that how you say his last name? [Mylett. Yeah.] And, and they were actually talking to him, he had a neuroscientist on there. And he was talking about the pleasure zones in your brain. And he was talking about dopamine specifically, and he was saying that the guys that are super successful in life and in business and, and the guys that have just kind of been able to master their, their craft or their themselves, like the David Goggins of the world, and you know, those navy seals, like all these guys that we really look up to, they realize that it was not like the, the huge dopamine releases did not come from the achievement itself. It did not come from, oh, I finally got that house, I finally got that money, or I finally got the girl or whatever it was, like, it actually didn't come at that time. It came through the process. Like you have to realize like, you have to enjoy the process, you know, and, and the struggle is the fun part. Like as soon as you start to embrace and enjoy the suck in life, and as soon as you start to actually like, seek it out, right, like I'm doing 75 hard right now. I would always make fun people doing these challenges, right? I was that guy 100% like, why would you run a marathon? Why would you?

B

Brad Young 1:00:04

This is very true.

B

BJ Gremillion 1:00:05

Why would you run like an Iron Man like, you guys are idiots, you know? And so I would make fun of them all the time. And now I'm doing it myself. But I it's finally like clicking. Because Brad's always been super disciplined and super, like, healthy and fit and everything, and I'm like, the slacker, right? And so, but I think it's finally clicked...

S

Steve Trang 1:00:23

So really blessed with good jeans over here.

B

BJ Gremillion 1:00:24

Yeah, right.

B

Brad Young 1:00:25

I have some really funny stories about that. If we had time, it would be a good time.

B

BJ Gremillion 1:00:29

Yeah, I'm known as the Candy Man in our office. So yeah, like I love carbs all that kind of stuff. But, but, but I think it when it goes back to his question, I think when it comes down to like, our Why I think it's enjoying on a daily basis the grind and the struggle, and and not looking at things as failures, you know, but looking at every... like, you know, anytime you have a really tough fire, you know, for instance, that happened recently, or anytime you have like something that really what was a struggle you... I think we grow the most from those experiences. And it's the same thing in our marriage. And same thing just in life. So I think my Why is just like, I love showing up to work every day. I really do. I love Monday mornings. I love going and, and just embracing, like, the challenges. And so anyways, that was very long winded. I apologize to whoever asked the question,

S

Steve Trang 1:01:24

But I mean, I completely agree with that. Like, and that's for me, like, if anytime my wife is like, Hey, you know, like, I need you to stay home on Monday. Oh, it's the worst? Not Monday.

B

BJ Gremillion 1:01:36

Yeah. That's my day. It's not Saturday. No, it's Monday. Yeah.

S

Steve Trang 1:01:42

So how about you?

B

Brad Young 1:01:43

Yeah, I mean, to the whole grow through what you go through, you know, mindset what you're talking about I... I, I watched my family kind of lose everything in the in the crash, you know, which is why a lot of us migrated here from Texas. And, and so I hate to say that my Why is financial freedom is not necessarily financial freedom, I think it's more like keeping peace, so to speak. Because I watched what it did to like the, like, the economics of the family, you know, when you go from stability for 30, 40 years, to complete instability, to you know, where you're, you're literally like, digging a hole in your back pasture to bury possessions type of instability like it. For me, it just, I went from that to doing cash for keys with people. And I just got to this point where I'm like, I want, and anyone that I'm around, like, I really want to see people succeed. I don't want to see any more of that, like I would love... I've been in a work environment where there's someone

that wants to sit at the top, and they don't want you to, they don't want you to elevate your game. Which is why our... why we believe in elevate together. Like that's our that's that's what we believe in. And I think that is my Why, is like I want... like actually really loved that. I've never, I'm not a podcaster, truth be told. But when you said like you're on a mission to help create a certain number of millionaires. Like I love that. Because because it means you're not all about... It's not about you, like I don't necessarily live in the fanciest home, you know. And for five years, I cleaned horse stalls, morning and night for a few extra bucks because it was an option for me. And I didn't need... it wasn't because we weren't making actually quite great money. It was because I was like, Oh, it's there. I'll do it. Like, that's a little sacrifice. I'll keep... I'll take that for, I'll keep that for the family type of thing, you know. And so I think it was just, I think it's more of that, like, freedom for peace, like so when you do create a little bit of finish or freedom you you can keep the peace, I think within your home a lot easier. [Yeah] And I value that after seeing enough people have none of it. And so,

S

Steve Trang 1:03:48

And you got to experience it on the on, you know, the traumatic side [Yeah.] on the cash for keys. [Yeah.] Yeah. Actually, I mean, that was really painful for me. So I actually stopped doing them altogether. So Blake Karcher wasn't on point is mindset and being successful in your business.

B

BJ Gremillion 1:04:07

Wanna go first.

B

Brad Young 1:04:08

You know, I think this I think a lot of times entrepreneurs have we like I'm sure I'm guilty of it all the time, but have a tendency to want to be arrogant. Right? Like, like, Whoa, look at me, look at me, you know what I mean? I think we see that a lot, especially in this sector, you know, right as everyone's like, crouching in front of their new Lambo, you know, like, let's sorry, if I just offended some people. I don't really care, actually. Because I know I don't really care about that. But, but yeah, I, uh, look just being true to who you are. Right? Like so be true. So if your Why is about whatever it's about, like stay true to that. Unless it's about just because you want to Lamborghini. [Yeah.] Just kidding. But you don't mean like that. For me. I think mindset is just a that's what gives you the ability to get up every day and go pound through all your obstacles because you can look at and say, yeah, here's why I'm doing this. No problem. Yeah, sign me up.



Steve Trang 1:05:04

Yeah. And I think that's something that's understated is that mental toughness, right, it's getting punched in the mouth and getting right back up.



BJ Gremillion 1:05:11

Yeah, you know, and something else I've realized more and more is culture is everything an organization like your people are your most important valuable asset right. And so it's, it's a struggle sometimes like, I mean, it's, it's something that we, we work on every day, we're not perfect at it. Our motto is elevate together, and we make sure that everyone understands that, knows that. But I have realized, more so than ever, that it starts at the top, you set the tone. And so if you're a business owner, and you show up and you're in a bad mood, get over it. Like you need to get over it, and you need to get over yourself, because it's not about you, because now we have 35 different mouths to feed, you know, and in all our families with that. So there's a huge responsibility. So you need to show up to work, like ready to go, and you need to show up with a good attitude. Because they're depending on you, you know, and they'll feed off of your energy. It's real, like I 100% believe in like the energy, you know, the aura, like around people. Like if you walked in some day, and I know he's in a bad mood, I know something happened, you know, right. And I'm like, Hey, don't go into his office, because I know, he knows the same about me, I'm sure. And but you know, it's something that we struggle with. We're not perfect at it, but I'm, but I'm working on it. And it is something that I've realized more and more like, man, they really do pay attention to everything you do. They're watching you all the time.



Steve Trang 1:06:27

Yeah, it's not just what you say, it's what you do.



BJ Gremillion 1:06:30

Yeah, hundred percent. Yeah.



Steve Trang 1:06:33

So Ralph wants to know, Ralph Pena wants to know, what is your daily schedule look like?



BJ Gremillion 1:06:39

We're not good for that one, Ralph. So don't don't model us. You know, that's another one

that do what we say maybe not what we do. But you know, I think I think it is such a unique, so we do have stuff, that's concrete. The meetings that we have, you know, we know that those are non-negotiables, we have non-negotiables throughout our day. But when you own all these different businesses, like you're gonna find that there's different fires on a daily basis, right. And so you do have to be a little more flexible and open. I'm at the office a little bit more just to like, you know, be there for the employees and everything that's going on. And, and so, it's hard to answer that question, because it does, on a day-to-day basis change, kind of, do you have a schedule, I mean, what is yours?

B

BJ Gremillion 1:07:25

It's the only thing we can control right? Like when we have kids, you realize you have to just wake up earlier and earlier because like you only have your alone time for about an hour, hour and a half and then the day is done you know, but like that you control what you can control until I agree with that.

B

Brad Young 1:07:25

So, I, I'm probably similar to that, but I like I have to exercise in the morning. So I get up, my... 5:30 I wake up, and, like, I work out in the garage, and I can zone out there. So that's my space. And I know that if I get a good 45 minutes to an hour in there, I'm good to go. And I get a little bit of reading time in and then after that, kind of like, then it just depends on what business unit, you know, to be in for that day. Like I'll have planned things prior to just like anybody, right? These meetings are coming because they've already been set. But really, it's like prioritization. Okay, I know that I have this this quarterly rock it's getting, like, I'm behind. [Yeah] I'm gonna, I'm gonna apply pressure here for the next two hours you know, but as far as my morning goes, Yeah, it's those are very set things just...

S

Steve Trang 1:08:32

Yeah, so if one of the kids wakes up, you're in charge of the house.

B

BJ Gremillion 1:08:34

Yep. Yep, exactly.

S

Steve Trang 1:08:38

XRP wants to know, Have you found any deals from for sale by owner?



BJ Gremillion 1:08:42

We were just talking about this actually. I had a sales rep that just went to one of those appointments. Sell, for sale by owner, those are funny beast because typically what what the norm is, is is there's a reason why they're doing it, there's a reason why. And it's usually because they want an unreasonable amount. So that's the majority, but like anything, it, that's not like the rule. It's not that you can't find for sale by owner deals. And if you're driving for dollars, we do drive for dollars. We take pictures of homes and send postcards to homes that are dilapidated so if you found a for sale by owner and it was a piece of crap house with the roof caving in and those kind of things yeah, that's probably a really good like lead I would take a picture of that skip trace it column. But if it's in like an HOA neighborhood, you know it's always worth calling like if you're if you're driving why wouldn't you call them and just say hey, what's your number? Are you flexible? And then where can we go from there. It's just like any other conversation you would have with anyone but, you know, usually, they're gonna come back with like a crazy number, like I don't need to sell and blah blah blah but...



BJ Gremillion 1:09:44

We haven't had like massive success with that. That's not been our our number one go to list but...



Steve Trang 1:09:49

I do know some people have really good success with for sale by owners for seller financing.



BJ Gremillion 1:09:55

Oh, yeah, yeah, no, that makes perfect sense.



Steve Trang 1:09:58

So for each one of you guys, what is your favorite, best or most interesting failure?



Brad Young 1:10:06

Wow,

B BJ Gremillion 1:10:07
How in the world do you choose from all the failures that there's so many of? Oh, man.
Um,

B Brad Young 1:10:18
I have an easy one for me if you want to think a little bit more... [Go for it.] So 2014 I had to fire my mom. [Okay.]

B BJ Gremillion 1:10:26
So that's a good one.

B Brad Young 1:10:28
Right?

B BJ Gremillion 1:10:28
I don't know if I can beat that.

B Brad Young 1:10:29
I was under the impression that... so for anybody that works with family, like that's a tough, that's a tough thing to do. Right? Especially from, now that I look back at it, I'm like, you know, what, they've, my parents had been through a ton over the last 15 years. And I look at it, and she was, she's only been a bookkeeper, you know, forever. And so she was doing that. And we had gotten to a point in 2014. We're like, oh, shoot. There's a couple reasons why we need to do this: one, what we need from her she can't deliver anymore, because she doesn't understand, maybe understand some of this. And number two, she's a total peacekeeper, but she's a hub for family drama, you know. And so I knew, I knew, we all knew that it had to happen. Failure wise: how I did it. So I thought that she was fully aware that it was happening and that she was like, kind of excited to step back. And then when, when family get togethers happen, it was no talk. We didn't, there was no work related stuff. Yeah, that wasn't the case at all. So it's like, yeah, Hey, Mom, you know, type of thing. You know? Yeah, we don't. I delivered it really poorly. We'll just leave it at that. [Yeah.] And, and I but I really did think it was, I really thought it was gonna go a different way. And

S Steve Trang 1:10:29
What was the lesson?

B Brad Young 1:11:38
Lesson I learned was, stop, like, don't do things too fast. Like, think about it. Yeah, I'm one of those people that are like, like, I'll jump out of the plane before I check if I have a chute. You don't mean like, that's just me. And that was a problem in that instance. I should have checked my chute and make sure that everything was ready, and then jumped, and I didn't. And, and along the way I hurt her, right? So I got black hole'd for like a year. And I'm the favorite child. I can say that here. But I, no, but yeah, it was so, it was a bummer.

S Steve Trang 1:12:09
Yeah, man. [That's good.] That's tough. Yeah. So that should be easy for you to overcome, like, what's the...

B BJ Gremillion 1:12:14
Right, right?

S Steve Trang 1:12:15
Top that one.

B BJ Gremillion 1:12:16
I don't have that one I could not talk about honestly, I'll just piggyback because I think anytime that you fire someone in your organization like it, you take it personal, like it's almost like we failed them. Sometimes you're like, Hey, don't let the door hit you on the back. You know, like, wow, like, that is real. That was your true colors. But it really is rare. Yeah. So every time that we do a fire, I think there's so many lessons that you learn, you know, from that, and it really does make better. Okay, like, for instance, we, we've had to do some recently, and so from that, immediately after it happens is like, Okay, what would I do different? How would I improve that. And so one of our mottos has been slow to hire, quick to fire. I don't think that we would fire as many people like, I don't think that... I think there's a way to keep from having to fire people, if you're really, really good at vetting them up front and making sure that that's gonna be good fit. The other piece that I think we're going to incorporate that would help, hopefully, other business owners is -- you

have to document everything, by the way you guys. Like, if there's, there's issues that you see, immediately, you need to address that. And so we have like a 90 day, you know, policy where it's like, okay, in the first 90 days, that's like a trial period for both of us. And it's okay for you to tell us, hey, it's not working and same for us. But we're gonna have a quarterly review and go over that and and decide, okay, like, this is what I like this one wants you to work on, and you give them something tangible to work on, and you write it out and you put it in, like we use Zenefits, for instance, that's the software that we just keep track of the notes that we have, you know, for the HR side of things. We've, we've learned that right? Like, that's not something that in the past, like you said, like we would just call him up or just be like, you know, on a Friday afternoon, hey, you're gone. You know?

B

Brad Young 1:14:00

It wasn't that harsh.

B

BJ Gremillion 1:14:00

Yeah, no, maybe not that specifically. I've done that specifically with people I've definitely failed on some high on you know, some some times where we've had to fire people but yeah, those those things have been huge lesson learned for us and, and you have to document you have to have quarterly reviews too. That's nothing I would push for everyone to do. Like make sure that you're doing that every quarter that you're sitting that they they know what they expected. They actually employees look forward to that I realized and they come ready, like with notes and like, Hey, you know, this this bothered me when you did that. And you said it this way. I really had no idea like that's how it was. So you can shift and adjust and that way there's no dispute what happened and I think then it comes down to, okay if we're gonna go their separate way... Like it's very clear, like they were given notice and there were, you know, clearly, there's no surprises. That's the worst part is when you blindside someone, they had no idea that it's coming. That's bad. You never want that as a business owner. You want to make sure that... it was that they come in your office, they sit down, they already know, you know. They're like, yeah, I'm walking out, you know, done. And so yeah, lots of lessons learned.

S

Steve Trang 1:15:11

Lots of lessons learned for sure. Alright, so I want you guys think about what do you want to leave listeners with. Guys we have just a couple of quick announcements. So please like, subscribe, share, comment, it will really help us out, we can reach more people if you guys do that. Next week's no show, we're gonna be at Collective Genius. And then the following

week, we got Sandy Cesaire; she's gonna talk about how she's doing 70 plus mobile homes a year, I think nationwide, without a buyer's list. So check that out. Last thoughts

B

BJ Gremillion 1:15:45

I would say learn how to adapt. You got to... if you're in real estate, and you enjoy this, you're gonna realize that -- we've been in it since 2008. And since then, we've seen everything, you know, from a crash, obviously to like the boom, the bust. I mean, we're gonna see it all. What we've learned, though, through that entire experience is for instance, like, you know, this past this past year, we've we learned a niche, right. And we mentioned manufactured homes like that, for us, became like a really cool niche that all of a sudden, we're like, Hey, wait a minute, you know, we have some cheap planned. Home prices are crazy. They're not affordable. And so there's a segment of the market that's being ignored.

S

Steve Trang 1:16:23

FHA financing is available.

B

BJ Gremillion 1:16:25

Yes, yeah. And now there's actually some really cool things with these manufactured homes, they can actually compare them to single family homes right now is that same price. So there's a lot to that we can unpack, you know, at a different time. But you know, that that was just one example of this year. I learned that. I didn't know like, that was something that we always kind of like knew about, I guess, but we never really did it. And so you learn to adapt, like, yeah, the market is tough right now, you can't get a ton of wholesale deals, you can get a lot of flips. Well, hey, shift gears, figure out another way to make money. And so now that that's actually been a really good revenue producer for us. So just learn to adapt in this business.

S

Steve Trang 1:16:59

Awesome.

B

Brad Young 1:17:01

Yeah, I don't know if I have any words of wisdom, necessarily. I just... find somebody that inspires you, find somebody that motivates you, and then, like, cling to him, you know. Because, like, I'm a weirdo, so I like to, like, as strange as it might be, you know, he was

mentioning, looking up to a handful of Navy SEALs and things like that. Like, I'm one of those people that if I can, I can listen to talks or things like that just a little bit. Like I'm not, I can't go listen to a ton of things. But just give me enough motivation, where I'm like, oh, man, now I'm like, I'm super-motivated, I'm energized. That's all it takes for me, like a very, very small dose of that carries me for days, you know, and so I think that sometimes we get too caught up in the flashing of checks across, you know, what I mean, across somebody's Facebook feed or whatever, you know? And just like that, you'll get burned out in this industry. Like if that if that isn't you, and a few months or you burned out? Like so find something that just motivates you. That's not that's long lasting, you know. I don't know, for me, it's simple talks.

S

Steve Trang 1:18:02

Yeah. Well, I think there's a lot to it. You know, a lot of people are trying to find like the next big secret, read this next book. And really, we already to know, what we need to do. It's just actually going to do it. [Yeah. Yeah.] Awesome. Well, I appreciate that. Thank you.

B

BJ Gremillion 1:18:19

Absolutely. Appreciate you having us on. Yeah.

S

Steve Trang 1:18:21

Thank you.

B

Brad Young 1:18:21

Thanks for Steve.

S

Steve Trang 1:18:22

Thank you guys for watching. See you guys in two weeks.