

Tiffany and Josh High Share How They Leveraged Their KPIs to...

Fri, 1/15 9:19AM 1:06:15

SUMMARY KEYWORDS

people, deal, leads, sales, salespeople, kpis, talking, question, marketing, business, team, hire, money, rehabs, coach, day, real estate, create, months, year

SPEAKERS

Tiffany High, Steve Trang, Josh High

- S** Steve Trang 00:00
Everybody thank you for joining us for today's episode of Real Estate Disruptors. Today, we have Tiffany and Josh High with Hills Homes, and they flew in from Ohio to talk about how they got to \$200,000 a month by leveraging their KPIs to manage their business daily. If this is your first time tuning in, I'm 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 100 millionaires? 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 nugget, please type it in 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 shows up with so right now. And that way we can all grow together. And this is a live show. So please ask your questions for Tiffany and Josh to answer. So first question, What got you guys in the real estate?
- T** Tiffany High 00:56
So it all goes back to 2017. I had taken a corporate leadership role, I had really moved up the ranks pretty quickly in corporate space. And I had been flying all over the country managing asphalt plants in the roofing division at Owens Corning, and my little brother

was 17 and got diagnosed with cancer. And he spent about a year in Nationwide Children's in Columbus. And I still remember that, you know, the first six months he was there, I was still in corporate and I could only see him maybe once on Sundays. And I reflected watching my parents, because they are both entrepreneurs, and they never left aside for the full year that they were, that he was there. There was never a minute in any of those days, he wasn't, they weren't able to be there. And I remember thinking there's no way I can I can do this as a parent someday doing what I'm doing. So I took a leap of faith. And I, on Good Friday of May of 2017, I walked in and decided to leave my job and just figure it out. I knew I loved real estate and construction design. I really didn't know where I was going with it. I just knew I wanted to figure it out. And I had to just take the step to get there. So I left my job. And I still remember sitting there with them saying I might fail. So please take me back if I do and I hope I don't. And I just left things on good terms with them. And so in history ever since



Steve Trang 02:13

That was May of 2017. [Yeah.] Not even that long ago. [Yep.] That's kind of crazy. All right, how about you?



Josh High 02:22

So I didn't leave my job right away. I was in project management, I worked with Turner Construction. So getting into fixing and flipping, rehabbing houses, I was pretty clear where my role was going to fit within, you know, Tiffany going and getting into real estate. So I think it was March of 2018 was when I had made the decision to go ahead and, and leave my job because at that time, we had enough properties were just made more sense for me to focus 100% of my time and energy on those properties. So it was it was March of 2018, where I decided to quit my job and take this on full time.



Steve Trang 03:00

So I'm trying to get this, this kind of blocking Tiffany's view a little bit. Okay, so when did you guys connect?



Josh High 03:09

That was...

T Tiffany High 03:09
Well, we were dating when I started.

S Steve Trang 03:11
Okay, so you guys are already together [Yeah.] when you guys took the leap together. So you got to witness this whole thing with her brother?

J Josh High 03:18
Right.

S Steve Trang 03:18
Yep,

S Steve Trang 03:18
Got it.

S Steve Trang 03:19
And his dad was actually experiencing the same thing. So his dad had stage four cancer, my brother had it. And it was just one of those things where just so many life changing things going on in our lives that we had to figure out how we can be with our families, and control our time. [Got it.] We were in enrolls at that time where we couldn't control it at all. So yeah, it was a very emotional time. And honestly, sometimes when you're at your, like, lowest points is when you have no choice but to figure it out. So we figured it out.

S Steve Trang 03:45
Yeah. So you decided, alright, this is May 2017... Again, I want to emphasize like not that long ago, like, what was the first thing you guys did to take that leap into real estate?

T Tiffany High 03:56
If so, we had joined a coaching program that my cousin introduced me to. He was a flipper at the time. And it actually took us six months to find our first deal. And so just like I think a lot of people, we send out a marketing campaign, we get people to call us and we

don't land a deal, and we get really scared to spend money again. So I'm the you know, epitome of not being consistent in the beginning. So I would send out a direct mail campaign, I would get callers or sellers to call me and what the problem was, I didn't know how to close the deal. So it's one thing to get your phone ringing, right? And it's another close the deal... be able to close every sellable deal, or closable deal. And so the first six months, I remember it was in December of 2017.



Josh High 04:39

November, Yeah, yep.



Tiffany High 04:40

I just looked at him. And I said, Look, we have two weeks or I'm getting my job back. I'm calling Owens Corning, and I'm going back to work because I can't keep doing this. And he said, give me give me two weeks. I know we can do this. And so we start working with a coach and I'm going to... you want to tell him the background of that?



Josh High 04:56

Yeah, definitely. So at that point in time, you know, we were creating the leads. We just weren't converting And so we we identified that, if we were going to get our first deal, we had to learn how to talk to sellers. And so it literally was 10 day training. For the 10 days, I was literally writing down five sentences to practice and I was reading them out loud and just getting used to saying that type of verbiage, you know, it's all new to me. I'm an engineer by background. So sales is totally different, right?



Steve Trang 05:21

It's very different.



Josh High 05:23

Very rarely do you hear engineering sales in the same sentence. But that just goes to show you that it's something that can be learned. [Right] So I practiced, you know, that 10 days, I ended up using three of the sentences i'd practice sitting with seller in person and got the deal on it, you know, they were asking for \$50,000 for this property in particular, and we locked them up at \$25,000. It was 50% of what they were originally asking for. So that was, you know, immediately proof of concept. And I think the biggest takeaway that we had at that point in time was like, you've got to trust the process. It doesn't happen

overnight. I know before the show, we were talking about how it's, you know, our society is a microwave society. You got to control what you can control, and trust the process. It's not going to happen overnight. Be consistent, be disciplined.



Steve Trang 06:08

I'll bet the listeners are curious. What were those three lines?



Tiffany High 06:13

I don't know if I remember them. But uh, do you remember them?



Josh High 06:16

Yeah, I do. So the situation was that these people lived in Kent, Ohio, they were driving down to Columbus on the weekends to spend their time fixing up this property so they could sell it. They just had gotten rid of some tenants. And I remember sitting there and I used NLP, Neuro Linguistic Programming, is exactly what we practice and there's adverb presuppositions, embedded commands, and tie downs were the three things that we were focusing on. And I remember sitting there, and I was talking to the seller, and I said, obviously, you will feel good when you leave this, when you leave this meeting, knowing that you don't have to worry about this property anymore. And you can move on with your life, right? And that was one of the sentences and she was like, "Yeah, okay." And then she had a rebuttal, I forget everything but I know that was one specific sentence I use. So that I can even break that down for you using the obviously piece that's an advert presupposition ultimate and assumption. An embedded command was "you will feel good" or "feel relieved." And then the tie down being "right?" at the end of it. So just pretenses like that, you know, it's consistently practicing and get and perfecting your craft that really helped us get kickstart and and what I as a sales leader today 100% believe in with our team, you know, we practice sales tactics every single day.



Steve Trang 07:32

You mentioned, was it 10 days to learn?



Josh High 07:35

10 days of practice that, yeah.

S Steve Trang 07:37
Okay. So practice, because I mean, I looked at NLP and it seems like there's never like a half day event or a day event, it's always like a nine day or like a 20 day thing. I don't know what it is,

T Tiffany High 07:48
It's a lot to learn.

S Steve Trang 07:48
So freaking long,

T Tiffany High 07:50
I tried dumbing it down a little bit that our coach helped us practice, say, Here's three sentences, use these words, because as you continue to practice and say them enough, you'll be able to fit it into other things you have to say, but you got to... So we'd wake up. I mean, it was kind of funny, we'd wake up, we would literally repeat the words to each other. We'd do lunch together, we'd repeat the words together. Dinner, then we'd re-practice the words. [Yeah.] And then they just became natural. And then he started using them in our relationship a lot. So that was pretty funny.

S Steve Trang 08:14
Yeah. Oh, it's great. I mean, that's a lot of the stuff that I've learned, I also use in our marriage. But the problem was that now that my wife is familiar with it, it's not as effective as it once was.

T Tiffany High 08:24
Now I know what he's doing.

J Josh High 08:26
So there's actually a key point I want to bring up right now, if you don't mind, Steve.

J Josh High 08:29

A question that we get a lot is people are always asking, you know, what's that one list, or there's got to be some gold in this marketing campaign or sequence or whatever it is. And we're big believers in that there's not like a golden list. Right? Every list is going to create leads opportunities. The key is, are you able to close those or convert those opportunities that you get? [Right] And it's perfecting your craft, consistently practicing, that we feel makes you able to close every single closable deal that crosses your desk.

S Steve Trang 08:29
No, please.

S Steve Trang 09:00
Yeah, I think that's something that I push more now than than before, just because everyone's pulling the same lists. Like, are you looking for a magic list, but everyone has every list. [Right.] [Yeah]. Right. So how do you separate yourself? So I think that's huge. And so did you find this then, being a former engineer... engineers doesn't apply to sales. But one thing I like to do as an engineer is kind of break down sales further and understanding at a higher level. Have you found that to be effective for you?

J Josh High 09:25
Definitely. Yeah, I mean, everything that we do is a very black and white process. And we are able to hold our team accountable because of that. I think a lot of times in sales, it's like, build rapport, but what exactly does that mean, right? I mean, you talk about the property. Well, what specifically are we talking about? So we were able to break that down into a six step process that's very, very clear. It's accountable and it's teachable. So therefore, it's scalable.

S Steve Trang 09:49
Got it. Very cool. Okay. So May, you start and then you said about four months, five months, and you're kind of like, Okay, this isn't gonna work. Like you're gonna go back to your job. So you are full time with this. And you guys are both full time. Okay, so what was that first deal?

T Tiffany High 10:05
So that first deal that he landed it, we talked about him practicing those sentences. We did a light renovation on it. And we made like \$18,000, I think?



Josh High 10:13

Between \$17,000, \$18,000.



Tiffany High 10:14

And I'll never forget the feeling after we did that we're like, yes! we can do this, we can do this. And it just took like that first deal to really get your level of competence. And at that time, we didn't know how to raise money yet. So we went into the next month. And I remember what because it was leading into the year of 2018. And we're like, wait, let's do one deal a quarter. Can you imagine that? And then we got like, four deals. The next month, we're like, holy crap, this is crazy, you know. And we ended up... we only knew how to rehab in the beginning, we actually didn't know how to wholesale first. And most people know how to wholesale first and then rehab. And so we were like four, six rehabs deep with that he was helping me on the side of his job project managing them. We were actually engaged at the time and I'll never forget coming home. So you come home from work, he'd go manage our rehabs, and then he wouldn't get home till late and and go to work at six in the morning. And it just it damaged our relationship as a marriage too. So I came in one day, and I was like, here's the ring, man. This is like, I'm done.



Steve Trang 11:10

Really?



Tiffany High 11:11

Yeah. And I went home and cried to my dad, of course, I'm a little daddy's girl. And he was like, Wait a second, why hasn't Josh left his job? Like you guys closed \$100,000 in these first few deals, and I'm like, cuz I need health insurance. And he goes, so he's my basketball coach, he gets out as old basketball thing that he used to write plays on and he goes, let's, let's spell this out. So you know, in 30 days, you close six out or six figures and rehabs and how much is health insurance? And I'm like, I don't know, you know how I get on. He was paying me \$500, \$1,000... let's assume \$1,000. And so you know, 12 months, you know, it's \$12,000. And you made \$32,000 on one of those rehabs He's like, go back, put that ring on and let him quit his job. [Yeah.] And that's what I did is I drove home. I said, Give me that damn, ring back. And you're quitting your job tomorrow. So he quit his job at 8am the next day and it's been history ever since. [Yeah.]



Steve Trang 12:07

Oh, that's awesome. And I think that I mean, awesome, right with your dad. But it's really easy to kind of get lost. Like, why are we doing this? [Yeah.] And I think a lot of us, and it's something that people ask me, you know, the getting into this business -- we all get in this business for the same principles: more time, freedom or money, freedom, whatever, right? Do what you want, when you want. And then we get in the business. And we just stopped thinking, and we're completely reactive. And so like, it was right in front of... the answer was right in front of you. Yeah. Right. But you're so tied into the business, that you're not thinking because like, there's not enough hours in the day, trying to get stuff done. And when you get home, you're exhausted. And you know, fighting is a consequence [Yep.] of that. So any advice then for the people that are listening their couples? Because there are a lot of couples that are trying to do this together. Any advice for them?

J Josh High 12:58

Yeah, actually, I'll jump into this one. So something that we did early on that was a game changer for us, was we clearly defined our roles. So Tiffany is 100% in charge of our systems, marketing, and stuff like that, on the back end of things. I'm in charge of our sales, our sales team and our project management, on the rehab side of things. So you know, people ask me marketing questions all the time, I have no idea I have, she has 100% control over that. And the only time I go to her is if she doesn't hit her one number that she's responsible for, right? The number of leads days per day or...

T Tiffany High 13:31

Yeah, so we're at... when we come into a meeting, he you know, he has his KPIs, he needs to report off, I have mine. He needs to make... I need to make sure I'm producing enough for his team. And then when they lock up a deal, and they get a contract for rehabs he filters through in our you know, transactions, and he just trust that I'm gonna raise all the money for it. He has no idea who I'm raising it for how I'm raising it, he has no idea what I'm doing in the systems, how many VAs work with us -- but we stay off each other's side of the fence, because the second you start stepping on each other's toes is when it creates chaos.

J Josh High 14:03

Right. And early on. Before we did that, we were stepping on each other's toes and the ball was getting dropped in different areas. For example, we'd be talking to a seller, and I'd say did you follow up the seller? She'd say, No, I thought you were. So that's the last thing that you want. There should be no question around those types of rules. So the moment that we clearly divided those and stayed in our lane, it was a complete game

changer for us.

S Steve Trang 14:26

Yeah, I think that's such a powerful point. Because if one of two things happens, right, either you're stepping on each other's toes, or because two people responsible for it, no one's accountable for it and doesn't get done. So there's like no win. So, but I like this thing right here you just mentioned about, she's got her one number. Right? I think that's a huge thing. So you're one number is number of leads. [Yep.] What's your one number?

J Josh High 14:47

So my number is deals. But I have to also understand that there's a couple other metrics that influence the number of deals that we get. So, [Right] we've got to be revenue on the sales side.

S Steve Trang 14:57

So revenue is the is the ultimate metric that you're responsible for

J Josh High 15:01

For sure.

S Steve Trang 15:01

So number of leads, you've got to convert those leads into deals. So I guess one question that could come up or challenge is if you're responsible for the deals, and you're responsible for the leads, but you're not doing a good job on your leads, (hypothetically, we're not saying this has ever happened, right) hypothetically, what happens then to Josh? Like, are you gonna, like beat him up on it? Like, because his number depends on your number?

T Tiffany High 15:26

Oh, yeah, I'm definitely gonna beat him up. No, no, I mean, so we have some more black and white KPIs that lead into those two major numbers that we're tracking on a daily, weekly, monthly and quarterly basis. And as long as we're all every morning, our team hold each other accountable for the KPIs we produce yesterday. So let's say everyone... I mean, it's not like we're going to produce the same amount of leads every day, right? They

go up or down. So but we catch things much sooner. So let's say hypothetically, one of my AMs has to make 12 offers this week in order to hit our goal. You know, if it's Wednesday, and they've only made two, we know they're already off track. So we have to help get them back on track. It's the same thing with leads: we're looking at these so often, that they don't really get that far behind, if that makes sense.



Steve Trang 16:11

It does make sense. Who's looking at it every day?



Josh High 16:14

So on the lead side of things, that's, that's our land. As far as the acquisition side of things, we have daily huddles, and we have three metrics that we track primarily. First, is our quality conversations. And when I say quality conversations, we call this a process. How many people do we take through our entire script on call number one? And then of those people that we take to the whole script, how many of them are getting offers? So we have number of processes, number of offers, and number of deals. Those are the metrics that we're tracking on the acquisition side of things. And we realize that in order to get to that end result with revenue and deals, you know, you've got to have quality conversations which lead to offers, which then influence the deals.



Steve Trang 16:53

Yeah. So you mentioned daily huddle, which is another powerful thing. So you're running daily huddle, or your boyfriend daily huddles?



Tiffany High 17:01

He does. Well I have daily huddle with the transactions and dispell every day at 9 am. Right, we kick start the day with that. And then they have a power hour they do every day from 9 to 10. And then they have their huddle and daily sales training that he's responsible for and I lead the other one.



Steve Trang 17:15

So you have an hour meeting in the morning and then daily huddle also?

T Tiffany High 17:16
No, no.

J Josh High 17:18
So our sales team has their own got daily huddle, and I try to keep that at 20 to 30 minutes, max. Because 1) I want them to utilize their time on the phone, right. And salespeople in general, don't have the attention span to sit down for longer than 30 minutes. So that's, Yeah, so I'm a part of the transactions meeting in the morning. Just because we go over any deals that we have in the queue, if we have new deals from the day before, we talked about those exit strategies, all that stuff. I'm a big part of that on the front end of things. And then we utilize our sales team for 30 minutes max, after about 15, 20 minutes after that meeting. So...

S Steve Trang 17:53
Got it.

T Tiffany High 17:54
So from about 9:00 to 9:15 is when we go over transact new deals, transactions, priorities, project management, and other priorities with rentals and all that.

S Steve Trang 18:04
Got it. Very cool. So I was looking through some of the notes beforehand. And there's something that you mentioned, which really resonated with me. And it was that, you know, there's a lot of advice out there, as I you know, work on your business, work on your business, stop working in your business. Can you elaborate on that?

T Tiffany High 18:23
Yeah, I am. I know, there's a lot of gurus out there that emphasize to work, you know, get to a point where you work on your business and not in it. Not that I'm not in support of that, right. But look, if you don't love what you're doing every day, and you don't love going to the office and making your company tick, then you shouldn't be doing it anyways. But it's just not reality. It's not reality, to tell someone who's new to this, that you're going to be working on your business in six months or 12 months, it's just not. And anyone who's been doing it long enough knows that there's ups and downs to hiring

wrong, firing wrong. There's a whole learning process through this whole journey, right? And you need to love the journey. And if, and when you love the journey, you'll find success and someday you will be able to work on the business. But there is a process and you need to trust the process to get there.

S

Steve Trang 19:12

Right. And I think that's, that's the challenge in it. We got Clubhouse. Clubhouse is really hot right now, right. Everyone is talking about Clubhouse. And you hear these guys and they're coming on and they're, they're sharing advice. All right. advice that you know, may or may not be any good. You don't know you can't tell. But like, you know, you hear these guys saying, you know, "make sure you do this, make sure you do this." And because of the seats that were in, we can tell this guy's been battle tested or not. But really hard for someone that doesn't know who's new to the industry is like, "do I listen, this guy, do I listen to that gu?". [Right] So it was really tough. So yeah, there was an advice someone was saying like, you got to go hire VAs to do cold calling for you. And let me ask you Josh, cuz you're the sales guy. Could you imagine right now, before you went to the NLP training, right? Before you closed your first deal, you went to go hire a VA to do cold calling for you. How many deals do you... see you're both shaking your heads.

T

Tiffany High 20:07

Yeah, no, that would be horrible.

S

Steve Trang 20:08

Yeah. How good is that VA gonna be?

J

Josh High 20:10

As good as I am, which is trash.

S

Steve Trang 20:14

Right? So I think that's just something that you mentioned that really resonated, resonated with me. I think it's really important. And I don't know the so many advice for people that are trying to get started? Like what to do, because you get all this noise, you know, I just brought up Clubhouse, but that's not the only place where there's noise. But what advice do you have for someone that's new that's trying to get started?



Josh High 20:33

I think this is the biggest thing. You got to be consistent with your marketing, and stop overthinking the marketing, just get it deployed, and create opportunities for yourself. get good at the conversion, the conversation with the seller. When you are consistent with your marketing, and you perfect your craft with your conversations with the sellers, and you control those things -- those are your controllables -- you have to trust the process and be patient. As long as you're doing everything you can on that end of things. It'll come, have faith. So that's, that's the advice I would have.



Tiffany High 21:02

I think the biggest thing is just get started. Like so many, I mean, and this goes with everything, right? I'm guilty of this. I've been wanting to lose 20 pounds recently. And Josh is like, well, what's holding you back? Every day, I'm like, how I need to lose weight. Well, it's because I'm just not starting. It's my fault. I'm the one making up excuses. And so I know a lot of people getting into the business is the same thing. They overanalyze. What lists should I pull? What's the best? Look, there's no magical list. I mean, some are better than others, right? But it's all about just picking one thing, whether it's just you know, get a dialer, just put one listen in it, press the Go button and figure it out, right. And you just got to get started. And then you start to learn as the process goes. And that's when you really lean on someone who's already done this, right. So don't try to recreate the wheel. There's so many people out here that have already done this and go learn off them. Learn their sales process, learn how they do their marketing, understand the things they did wrong, so you don't make the same mistakes, versus trying to figure it all out on your own.



Steve Trang 22:00

And I love that part you talk about like, you know, losing weight, because I still remember back in the day when I was still trying to be in really good shape was like, Oh, I need to start doing more push-ups... Tomorrow. [Yeah.] It was never like, I'm gonna start doing push ups like right now. I'll start doing it tomorrow. It was always something that you put off, and you find an excuse to not do it. Right. So you mentioned going out to finding a mentor. So we got a mutual friend, you know, out here that you had dinner with. You want to talk about him?



Tiffany High 22:29

Yeah. So back to the story of you know, he did 40-ish rehabs that first year when we took off in 2018. And then we were worn out. We actually lost \$106,000 on a rehab. We paid a

contractor advance; they stole our money, we got into a lawsuit, it was horrible. But anyways, [Wow] So a lot of mistakes that I can teach you what not to do on a rehab. So although we produced a lot of revenue, we didn't net that much. So it's nothing to brag about, that's for sure. And I was worn out, and someone in my market had said, Hey, you guys got to go to this. These guys that produce All In; they have this momentum event. And we attended that. And I'll never forget, we were sitting in like third row back right behind Diddy in them. And that was when like Diddy and Donovan were like some of the new guys with them. And I, we did everything in a notebook. We didn't even have a CRM or anything. So when a lead came in -- I don't even know how we did 40 deals looking back -- when a lead came in, it would get written on my notebook. And if we didn't land it on the spot that week, then it was, I never called it again, which is crazy. So I remember Carlos asked me a question at an event. And he's like, you know, what CRM do you use? I was like, this notebook right here. And then I heard someone in the back talking about selling paper, you know, assignments. I'm like, how do you do that? That's crazy. And we left that event after learning how to wholesale. We, I think we locked up like \$250,000 within 30 or 45 days. And I'm really good at processes and systems and really systemising outcomes. And you know, whether it's roles, marketing, whatever. I'm like, I can scale this because this is my bread and butter. I can scale the front end of this. And so that's, we took off with that. I mean, we did like 160-something deals The next year, and we ended up doing their one-on-one mentorship. And they're actually the ones that got us to stop stepping on each other's toes. We are we walked in I was like I'm the head of acquisitions. He said he was doing dispositions within five minutes of knowing us Sal's like, "No, no, no, Tiffany's doing dispo, Josh is taking over sales." And we, that's when we split ways and manage our own side of the company.

S

Steve Trang 24:31

That's awesome. So out here, so like full circle. [Yep.] And then another thing you guys have talked about is running lean. And I think this is something also it's kind of hard and is really challenging right now because you follow social media. And you see how much money, you know, people are making, easy checks, and this and that. So you're always chasing revenue, and everyone's chasing revenue. Everyone's chasing the flashy objects. But you guys are really focused on running lean. Can you elaborate on that?

T

Tiffany High 24:59

Yeah, we quick story, I don't remember when it was at this point, it's all meshing together. But you know when we started scaling, we had gotten a sales floor up to almost like, I don't know, somewhere around 10 people. And honestly, we were just building a company that we didn't like, we didn't like going to work every day, it was stressful. We didn't have

clear cut KPIs where we're managing people on. We didn't have clear expectations or the best processes. It was just kind of chaos on the sales floor. And it had lead, lead to things like oh, maybe they're not performing because I'm not providing enough leads. Next thing, you know, I'm providing 40 leads a day per person. And I'll never forget DMing John Martinez, being like, "I don't know what's going on, man, I'm spending \$100,000 on marketing this month, and it is not, you know, I'm barely breaking even. What am I doing wrong?" And he's like you're doing 40 leads a day per person? That is not what, you know, you should scale that down to like 10 or 15. And, and I just realized, we hired some folks not based on our core values, so they didn't really mesh with us. And we just leaned on our, some of our mentors at the time. And we decided to walk in on a Monday, one day and just let go three-fourths of our people and start over. Wow. And from there, we were like...



Steve Trang 26:14

Hang on. So that's a big thing. [Yeah.] What caused that to happen?



Tiffany High 26:19

I mean, we just... I felt like the company was running us and we weren't running the company. And, yeah, we were making a lot of revenue, right, because everyone talks about revenue, but we weren't netting a lot. And I was miserable. Like, I hated it. So I knew that we could do it, right? But the thing that I could see very clearly coming from a corporate environment before doing real estate, was, you know, you experienced turnover when you don't give your salespeople the right tools and systems to be productive and efficient. So if you aren't giving them the right phone systems, the right culture, the right environment, they're going to leave anyways. So you know, turnover sucked. We realize how do we, when we, when that happened, we asked ourselves, how do we, you know, triple our profit per deal with a fourth of the heads and make our lives more manageable? And that's how we got to where we're at. Because we want it like, we're going to master the sales side, which is Josh's responsibility. And I'm going to master the systems and foundation of our company. And we're going to build this thing the right way now. And that's when we took off with things.



Steve Trang 27:25

Hating your situation is one thing, right? But there had to have been something that compelled you to think like, you know, unless you just said, like, I've just freakin had it with these people. That that's a possibility, too. I can tell you, I went to our -- Darren Hardy is someone that I coached with and learn a lot from -- and I went to two of his different

events. And within two months, right, or Yeah, within two months, I went to two of his events. In both events, I came back, I fired somebody. Fired two people, both times, right? Because you hear something at an event. It's like, why am I putting up with this crap? And you go back to that, okay, you two are gone. Was there something like that? Or it was just...

J Josh High 28:01
No, I mean, it just we realized...

T Tiffany High 28:02
No, it was like we really hated it.

J Josh High 28:04
Really, I mean, with the amount of overhead that we had...

T Tiffany High 28:06
Yeah, it was about overhead. It was stressful.

J Josh High 28:08
We know that we can scale this down to something much more manageable with a fraction of the headaches and still live a good life within net... what we're getting now. So...

S Steve Trang 28:17
Well, then, I guess, let me ask this question, then. Normally, when people hate their staff,

T Tiffany High 28:23
It wasn't about the staff. It was more about the culture that we were creating, right? Because we didn't even have core values in place.

S Steve Trang 28:28

Got it.

T Tiffany High 28:29
So when we were interviewing people, we didn't even think about like, well, do they fit into what we would want to be around? So some people were in there that just we didn't share the same values. That alone makes a creates a clash, right.

S Steve Trang 28:40
A lot. But, I just wanted to clarify this because usually, when we're talking about overhead, we're talking about admin. We're not talking about salespeople, right? Salespeople normally pay for themselves.

T Tiffany High 28:49
Well it created me. So what happened was, because we weren't, we didn't have the sales side performing at a peak, right? I'm thinking as the owner "Oh, my God, is it me? Is it me? Is it me?" So I just produce more leads, more leads, more leads. I'm just doubling, tripling my marketing spend. So that the expensive part came from marketing.

S Steve Trang 29:09
Really?

J Josh High 29:10
Yes. And then what ends up happening is when you over flood, you know, you overflow your team with leads. Now they can't give every single opportunity to attention that it needs.

S Steve Trang 29:18
Can't keep up.

J Josh High 29:18
Right. So they're, they're half-focused on this, half-focused on that. So there, there goes an opportunity. There goes another opportunity. And it just it got out of control,

S Steve Trang 29:27
Or they're cherry picking.

J Josh High 29:28
Right. Yep.

T Tiffany High 29:29
It's pretty much one of them happening. So yeah, but I mean, we let go of three-fourths of the people on a Monday and I, we promised ourselves to build it right the next time and it has been...

J Josh High 29:41
Night and day difference.

T Tiffany High 29:41
I mean, I don't think I've experienced... I was just telling Carlos and Sal last night this at dinner, but... the word happiness is like, once you actually, or feel fulfilled and like this sense of happiness comes across you. You don't know it until it's really there. And now our team is like a family, and we walk in there, and everyone is like, we're all, we all know that we're out here to make sure everyone in this environment wins. We have fun, we're consistent, we're predictable. And when you build a team like that, you don't need a bunch of people, right? Like, we're high per... We're all high performers, everyone's making great money. And that's what we want. We want to provide an environment now we're focused on how do we keep helping the people in their seats get more and more productive versus hire more and more heads.

S Steve Trang 30:25
So let me ask this question, because this is... I look at a lot of businesses. We're in a sales marketing business. That's what we're all in initially. But eventually you scale and you get to people and finances. So right now we're talking about people. For someone right now that's actually doing deals, and they're trying to grow, what advice do you have for them as far as hiring cuz you mentioned core values, [Yep.] feels like a family, the culture. What did you guys do to build that?



Josh High 30:49

Yeah, one thing I want to point out, we actually recently had a conversation, it seems like this happens a lot. It's very similar to "when do I leave my job?" But this case, it's more of "when do I start to hire people?" Because I know if I take the time and energy to interview people, and onboard them, it takes me off the phone, therefore, I'm not creating revenue. Well, at some point, you're going to have to make that decision. There's never gonna be the right time, right? The right time is now if you're ready. So you know, just take a leap of faith, control what you can and trust the process, and it'll all fall into place. So the advice that I would have is, you know, start taking action now. Create your core values. And the key is you got to hire someone that matches your core values and is coachable, and is self-motivated. Those three things. If they have those three attributes, then you can, you can coach anyone these skills. Just like I said, before, you know, I'm an engineer who learned sales tactics and is really good at sales. So you can definitely learning and these are teachable things. So



Steve Trang 31:50

So take a step back here, because I think these are all valid points. But we're presuming everyone who's listening knows their core values. How does someone find their core values?



Tiffany High 32:00

So we actually, um, so we hired Scott Hanis in the industry, I don't know if you've heard of him? He's an HR consultant. So one thing I have learned over the last three years is you can run into HR issues. So make sure you get very good at HR situations. So we outsource that now. So one, my mentor right now is teaching me how to find the who to handle something instead of always knowing how. So we let, you know, we hand some of the things off with him. And he did exercises with us. And just because you have core values today, too, maybe it's just you, or maybe it's you and a partner, and then you start growing a team. Keep revisiting those core values, and make sure you're incorporating your team to evaluate those because you want them to feel part of making those. So everyone go around the thing, and then silently put, what are the top 10 things that represent you? And then everyone start comparing notes, you know, is there a common thing between us all? Is it integrity? Is it, you know, I know, Mark Evans has a Care 360. I love his core value with that. But core values is one of the... probably we probably spend about 30% of the time in any given interview just talking about core values. And if we don't feel like we mesh with that, it's just an absolute No. Like, I don't care what experience or talent level you are, if we don't mesh on core values, and I don't feel like you're coachable. You're, you're out the door.

- S** Steve Trang 33:15
Yeah. I love it. So then the next question, again, this is where a lot of people struggle when they're starting to scale. How do you find these people?
- T** Tiffany High 33:23
So, you know, a lot of people say I'm loud on social media sometimes. And I'm very intent. I do social media with intent. And so here's a couple things that I think it's important to know about social media is every one of my private lenders for all of our projects came from social media. All of the people sitting in my office came from referrals from someone in social media.
- S** Steve Trang 33:44
That's awesome.
- T** Tiffany High 33:45
So imagine, you know, we've done we've done the Indeed thing, you know, Nick Perry is really good at Indeed management system. He's taught us a lot of
- S** Steve Trang 33:53
He's amazing at it.
- T** Tiffany High 33:54
Amazing, but we have just had better luck in our office by with a referral system. So we have a referral system where if someone refers a friend or whoever into our office, after 30 days of being with the company, we give you \$1,000, if they're with the company for 90 days, after 90 days, we give you a remainder of \$4,000s, you get a \$5,000 referral bonus. [That's huge.] Because if you made it 90 days, because we have very clear cut expectations for 30 60, 90 days, and at the end of the day, if they hit that 90 days, they were well worth, you know, someone referring that person to our office.
- S** Steve Trang 34:26

That's a really good point. I remember I had that back when I used to work at Intel. We should implement that here.

T

Tiffany High 34:30

Yeah, it's awesome. It really incentivizes your team. That's like an awesome bonus.

S

Steve Trang 34:34

Yeah, that's huge. So what does your business look like today?

T

Tiffany High 34:38

So we have Josh obviously oversees the sales team and construction. We have two what we call closers. And we have two follow-up specialists. And then we have Elena who's our operations coordinator. And me, I handle all the money and marketing systems. And then we have a ton of VAs that obviously support the staff. We have a all of our non-income producing tasks. We probably have -- I don't even know how many views we have -- but we have VAs that handle all that. Then on top of your cold callers, all that kind of stuff.

S

Steve Trang 35:08

Got it. And then what kind of volume are you guys doing right now?

T

Tiffany High 35:13

We did about a, like maybe a little over 100 deals in 2020.

S

Steve Trang 35:16

Mm hmm. And is that in all of Ohio, only in Columbus, like what is your, what is your market?

T

Tiffany High 35:24

Yeah, it's 90% Columbus and about 10 to 15% Kansas City. And then we used to be in -- another mistake we made a couple years ago was -- everyone was like, it was like a sexy thing in the industry to be in all these cities.

S Steve Trang 35:38
It was.

T Tiffany High 35:38
Oh, yeah. So So I scaled all these cities, and it was miserable, and I blew a shit ton of money. So anyways, I scaled to like five or six cities; thought that was what you were supposed to do cuz everyone was talking about it. And I was like, hell with this. I'm going deep in my own market. So I scaled back. But we were having, we have a really good contact in Kansas City who dispo's our deals for us. And we've done really well with Kansas City wholesaling, but we primarily stick into our own backyard.

S Steve Trang 36:03
Got it. So we talked about earlier, you're in charge of the sales KPIs, you're in charge of the leads, KPIs -- What about dispo? What KPIs are you tracking there?

T Tiffany High 36:13
So dispo, we only hope we wholesale about 38% of our deals. So in about 62% in 2020, we rehabbed. So we currently I either handle dispo for a reason, I actually choose to do so on some deals, because we're a big buyer in Columbus as well. So I want to stay in front of the people we're actually also selling to. So for example, some of my VIP buyers, they don't rehab on, say, my side of the town, so I actually want to be in contact with them. Because while I'm having the conversation to sell them to the deal, I want to say, hey, what else do you got going on? Because I want to be in front of them. And then we have a girl in the market that dispo's deals for us. And she dispo's a lot of big investors deals. And she acts as like a dispo manager for all of us. So she... we require at least three offers on every deal. We have -- and Carlos and Sal taught us the whole process that we still follow to this day -- of you know, you send out a deal. You say we're going to accept your highest and best offer in 48 hours, and it's a psychology thing. People want to bid it up. But yeah, I mean, we don't accept a deal unless we have enough offers to really understand where the number sits.

S Steve Trang 37:19
Cool. And then we talk about running lean, I mean, what is your guys' monthly marketing budget and monthly overhead?

T

Tiffany High 37:27

Yep, so we spend a floating anywhere between like \$16,000 to \$20,000 a month on marketing. So one stat to know -- and this is really good for newer folks that are maybe just getting in the game or they haven't gotten their deal -- So as you heard previously, I told you that a lead will come in and I write it on a notebook paper and never called again, right? So it takes today in my stats for 2020, it took 125 days on average, by the time a lead came into my system before we put it in contract. Right? So if you haven't been doing this for three to six months, you aren't giving your marketing enough time to perform. And I do feel like there's one thing that we do really well is follow-up. So the way that our systems are configured internally, a lead never gets left behind. It's a campaign that I always say a lead never gets left behind. So we hit every lead in our system at least once a week or once a month, depending on you know, where it floats in its follow-up. I don't know, what was your question again with that?

S

Steve Trang 38:26

We were just talking about the dispo KPIs or marketing spend? And then yeah, so the marketing spend, and then mostly overhead.

T

Tiffany High 38:33

Yep. And then a lot of people ask us, how do we pay our acquisitions. So our acquisitions are on \$2,000 basis, they get commissioned on a tier structure, which we actually do quarterly now versus just monthly. And then we also have a team bonus that we do. And so when we hit a... we have a goal and a stretch goal that we set every quarter. And if they hit the stretch goal, and the regular goal everyone gets paid that bonus, including Elena. It's a team environment, a team goal. So one of the biggest things we've tried to create in our culture is a team environment. So I'm trying not to to create a shark-eat-shark environment where people are like chasing each other's leads. I want them to work together to get a deal done. Because all we care about is deals getting closed, right? So we don't make money unless they make money. So we have a team incentivized bonus, and this year we just launched a year incentive bonus. And the reason why we did that was... you know it's it is what it is: sales experiences turnover. It's one of the highest turnover careers probably out there. We're dependent regardless of its real estate, right. [Yeah.] So I thought you know, I have a really good core team right now. And I would love it if we were all still together at the end of the year and we don't experience turnover. So we said let's put a crazy bonus in place that you have to be at the company to get it. And when you get it, we have a goal to hit it, and once we hit it, everyone gets paid out it. So we have a sales goal to hit. And once they hit it everyone gets paid out \$20,000 bonuses this year. Each salesperson And so that's just really like our way of saying like, you know,

we don't... let's take less net on this side to make sure that we create, take care of our family, right? So and take care of our family. We want to be working with the same people in a year from now, like we love the people we work with, to make sure they win too.

S Steve Trang 40:17

That's awesome, huge. There are a lot of people in Ohio. I mean, isn't that I don't, there's not as many people in there. But there are a lot of people in Ohio, right? How do you guys separate yourself from your competition?

J Josh High 40:32

I think that's a great question. First and foremost, I'm a big believer... And this kind of goes back into the hiring thing. You know, when people start to go and hire salespeople in particular, I will put myself up against anyone in the industry. As far as sales leadership goes, I don't care who walks through that door. If they're coachable, and they are a core value and alignment with our core values, I can coach them and get them to a point to consistently perform. So to answer your question, what separates us is our sales process, which is... it's so black and white, and so teachable, that that's what separated us. Our sales process and sales leadership, in particular.

T Tiffany High 41:13

It's about closing every closable opportunity.

J Josh High 41:15

Absolutely. Yeah. And and to contribute to that, it's what we do on a daily basis. We have four fundamentals that we train on. We focus on one fundamental every single week. And I'm a big believer, I think it was Bruce Lee had had a saying he said, I don't fear the man who has who knows 10,000 kicks. I fear the man who knows one kick 10,000 times. So we want to get really good at just these four fundamentals. That way, we are able to close every single opportunity that crosses our desk.

S Steve Trang 41:41

And those four fundamentals are...



Josh High 41:43

Yes. So the four fundamentals are: Making sure that we're setting expectations; we want to make sure that we're handling resistance the right way; how are we uncovering motivation; and then the last piece is making sure that we're uncovering any type of roadblocks that could get in the way of our seller taking action.



Steve Trang 41:59

That second thing, the resistance. Tell me more about that.



Josh High 42:04

Yep. That's a great, great question. So one thing that we also consciously react to sales people, whether we realize it or not, and my best, or my favorite example of this is I don't know, Steve, have you been to a Best Buy recently? [Of course.] Okay, so when you walked in, what's the first thing someone said to you? Hey, can I help you with something? And what do you say?



Steve Trang 42:26

No, thanks. I'm just looking.



Josh High 42:26

Exactly. Yeah. So we all react to salespeople in this way. Why is because we have some sort of fear or anxiety, right? We're afraid that the salesperson is going to try to rip us off



Steve Trang 42:36

He's gonna close us.



Josh High 42:37

Right. Right. Exactly. Right. And so we just take that into consideration. And one thing that we do to help with that is, we want to go for the No, we want to be one step closer to Hey, that sounds like you're just not ready to do this right now. And subconsciously, that's going to push them closer to a yes. Or if it is another No, let us know that immediately. Right. And so that's that's one of the fundamentals that we practice every single day, every single week. So



Steve Trang 42:59

Every week, wow. Okay, that's awesome. Let's see. So that what else was there? Guys, please ask your questions. So what is what is your guys' motivation? Is it, li it what you talked about the very beginning? Or is there anything else now that you've been doing this for three years? What is your Why?



Tiffany High 43:22

And I have a little four 1/2 month old baby at home. And, you know, everyone always said when you had kids, like your perspective on things will end life will change. I think things have changed a lot for me the last six months. And we just recently moved, thank God, into our dream house, like we've always said, we're gonna live on the water, you know, we're gonna live on the water. We're live on the market. We live in Columbus, Ohio, there's not very many lakes around. Well, there's a little hidden gem outside of Columbus, and we just moved on it and my perspective on life really changed. So ever since I've had my little girl, just being able to walk out and like see the sunrise over the water every day and be there with my child is my top priority. And, you know, if you would have asked me this two years ago, I'd have been like, oh, we're gonna do a million dollars a month -- and not that I don't want to do a million dollars in one month still -- but there's a process to get there and I respect that process more now. I'm, I don't try to urgently do something so fast that I make a bunch of mistakes. And now just to getting to see her as my motivation and I have a big goal of five years from now that I want to hit because she'll be five she'll be more active she'll who knows what she'll be playing or dancing or whatever. And we do, we work long hours. I mean, we work... this isn't one of the, it's not like we're always working on our business, right? We were still grinding out there. We're working 12 hour days sometimes. And you know, I want to have the option to spend more time with her, you know, and five years from now. So we did, we made a commitment to each other that we'd actually rather work a lot harder now while she can't, she's not active in these things. And then when she gets there, like in hopes that we can be a little bit more there and present with her.



Steve Trang 44:59

That's huge.



Josh High 45:00

Yeah, I think another part of that too, absolutely our family making sure that we're set up, our daughter set up for success in her future, right, that we're able to pass these types of

values that we're learning to be, that we're learning through being an entrepreneur down to her. But also, we have a real opportunity to impact lives as well, you know. And whether that's on the active side of things in our real estate business with every single person within our business, we have an opportunity to change our lives. The people on our team, the lenders that are lending our properties, the sellers that we're working with, the vendors that we're working with. Every single person that we touch, you know, our goal is that we are having a positive impact on their life. And then when you take that also to the education side of things, it's, it's just, it's the most fulfilling thing that we've experienced.

S Steve Trang 45:43
He said he was 27. Alright, doesn't sound like a 27 year old. Man.

J Josh High 45:48
She's saying that.

T Tiffany High 45:49
For the record, everyone that's watching. Yes, I'm seven years older than Josh.

S Steve Trang 45:54
I could tell you I mean, when I was when 27, I was cocky as hell

T Tiffany High 45:56
Yeah, I was partying like a rock star at 27.

S Steve Trang 46:00
So that's awesome. Lots of wisdom for a young guy. What is your biggest struggle right now?

T Tiffany High 46:07
What is our biggest struggle? I was just talking about this. Oh, I, I think from like a business perspective, one of the biggest things we're trying to focus on is how do we make money off of every lead that comes in whether it's buying the deal or not? Right, so we were talking about this before the show, I think there's a lot more ways to make money off the

marketing you're bringing in than just buying it As Is right. So whether it's referring it to an agent, we have relationships with mortgage brokers, a mortgage broker now, buyer's agents. I think that we all get caught up and just like buying the property As Is and letting it go, if it doesn't work. There's so many more ways to make money off of a lead than what we think. So I think one thing this year that we're really trying to hone in on our processes and figuring out how can we add value to our company, whether it's, you know, \$500 a month is \$500 a month, right? So we recently started making a lot more realtor referrals. So I don't know if you want to call that a struggle, but it's definitely something that we can improve on.



Steve Trang 47:01

Right, improve the model, monetizing.



Tiffany High 47:03

Yes, we really want to be able to monetize our leads better.



Steve Trang 47:06

Gotcha. Are either you licensed?



Josh High 47:09

I am a licensed Yeah.



Steve Trang 47:12

All right. And then I imagine that your broker is in some way or another trying to influence how you monetize these leads.



Josh High 47:20

Oh,



Tiffany High 47:20

He doesn't have the commission structure like most.



Steve Trang 47:22

But I mean, like, you gotta blow your team, like, take your, like, stop focusing on wholesale or because there, there are people that I talked to, right. You know, they're like, Steve, your license and your your wholesaler like, their questions, always, you know, their broker is trying to get them to stop wholesaling, and build this team or this whatever. Like, there's none of that going on?



Josh High 47:43

No, I would say if anything, it's more of, like, have one or two people that can that can field those leads. Right. And that's, that's really the biggest thing he understands. And this is what I appreciate about him. He understands that, like our true business is the act of real estate, real estate investing business. It's not me being an agent. So I think he respects that. But yeah, I mean, every now and then he'll say, No, let's get a listing, you just get a buying agent, right? Yeah.



Tiffany High 48:09

No, I never thought it would be so hard to get an agent to want to sit in my office for eight hours a day and take all of our leads. Like every time we bring an agent on board, it's like they want to go just create their own company right away, and they want to do their thing. And it's like, Wait a second, I'm like willing to hand you hundreds of leads, like why aren't you willing to sit in our office? And that honestly, I don't know, if it's just us, or interviewing the wrong people, finding the wrong... or maybe we're not looking the right places to find the right agents. But that has been something that we've struggled with the last couple of years. We have a really good one right now. But one thing we've noticed is, you know, we need at least a buyer's agent and a listing agent, because we've started making money now off of, well, if we can't buy your house As Is, and you already have a friend, that's a realtor listing it, Oh, by the way, what are you looking for so hopefully we can find you the house, right? So we're trying to get better at that process and systemize it since you know, coming from a brokerage is not where we originally started.



Steve Trang 49:05

Your salespeople, they're totally happy sitting in an office eight hours a day?



Josh High 49:09

The people that we have right now, the pre sales team. Yeah.

T Tiffany High 49:12
We've ran into that before. We've definitely had some talent in our office that were really good. And then they just got burned out, because they didn't like sitting at a desk all day.

J Josh High 49:21
I think this is big, actually, in the interview process. When you're talking to salespeople, don't sell them on some false hopes. You got to be as transparent as possible. And one thing I tell anyone that comes through our office to interview I'd say the same thing I do to a seller. Say I want to be as open and honest with you about everything. I want you to be able to make a confident decision on whether you think that you can... This is a role you can see yourself doing or not. And if not, let's just let's part ways, let's not even waste any time or energy on it.

S Steve Trang 49:47
Are you having this conversation with the realtors?

T Tiffany High 49:50
Yes. So we do talk about upfront saying how we want you to sit in our office and then they'll tell you what you want to hear a little bit. But I will say we haven't gone through the same interview process, which we probably should.

S Steve Trang 50:01
That's what I was going to say.

T Tiffany High 50:02
So we -- that's, thanks for the advice while we're sitting here -- but we haven't gone through the same interview process of them being on our team. And a little bit has to do with I... We don't want to lead the agents in terms of like teaching them how to be an agent, all that. That's not our expertise. So we have the guy that lists all of our rehabs, he has a team. So we allow -- or we don't allow -- he, he's the one that coaches his own team. And then we partner with his team, because I'm not going to be the best leader with him. He will I mean, he's mastered being an agent. He's one of the best agents in town. So let him train them, let him take a percentage of his team and us take a percentage for referring them out. And that's worked pretty well. But it has been a

struggle, it's been a struggle getting someone to sit in our office.

S Steve Trang 50:41
What are you guys getting as far as a referral fee?

T Tiffany High 50:43
So he I think, takes 25 and then we take 25 or 30 or something.

J Josh High 50:47
We take 30% off the top, and then they have their own split for their team.

S Steve Trang 50:51
Yeah, gotcha. I think there might be some other ways that you guys can handle that. If you guys are open to...

T Tiffany High 50:57
Yeah, I definitely know there's money to be made.

S Steve Trang 50:59
So I would say the biggest challenge, right, if you're working with a realtor, you got someone who's entrepreneurial, right, like a lot of your salespeople, the reason why they leave is because they're entrepreneurial, right? If you get a really good salesperson, they generally want to be your competition, very few salespeople want to work for you. They will, right, if they can be part of your vision, but eventually they want to compete against you. So realtors are the same exact thing, right? They just, you just gotta treat them the exact same way as a salesperson. So you might be better off hiring a salesperson that fits your culture, getting them licensed, and then paying them like 40%, 50% of the deal. And you keeping half, versus you referring it out

T Tiffany High 51:34
For a list, like a... any type of listing? [Mm hmm] But then they would be spending their time on listings and or finding houses and last night like their primary... then they wouldn't be able to keep up with the KPIs that we host for them.

S Steve Trang 51:47
I think it would just be a different segment within your business. You wouldn't treat them like a salesperson. You would hire them like you hire your salespeople, [I see.] but then you hold them to different metrics, but you're going to... then they will work for you versus an independent there. Because when you bring in an agent to sit in your office, there's still an independent contractor. They don't work for you. You need to bring in someone has bought into the culture, is drinking your Kool-Aid, reporting to you.

T Tiffany High 52:11
That's a great idea. That's how the hedge fund handles it. So like Chase, he got hired on and then he becomes the, you know, and then he got, they're licensing him.

S Steve Trang 52:19
Yeah, so the feedback. Yeah, it's, uh, had some fun building falling apart. And I think that's the other thing too, because we talked about this offline before the show started. We're talking about, you know, people that are coaching and giving advice out there that aren't battle tested. Like the value that you guys bring in your guys's mentorship program, and the value that we bring in our mentorship program, is that we've failed. So not only can we help you make more money, we can show you where not to lose money. [Yeah.]

J Josh High 52:47
Which is very valuable.

S Steve Trang 52:49
Very underrated...

T Tiffany High 52:50
Something even more valuable.

S Steve Trang 52:52
People don't quite appreciate. So Chris Vasquez has a question, what kind of return are

you guys seeing on that \$20,000 marketing spend?

T Tiffany High 53:00

So just so you guys all know, our goals this year: On the wholesaling side, we have a goal on the front end, KPIs, marketing, spend all that to never hit under \$150,000. And we have a stretch goal. It's at \$200,000. Sorry, I don't have all my numbers in front of me. But, so we're spending the money as if we're hitting that. So one thing that's a little bit different for us is we've been doing it long enough that we have saved 13,000 or 14,000 leads in our system. So sometimes in spending that money on new marketing, it's about how do we reach more old leads to bring them to life? So one thing that I'm actually thinking about including is we... so we have a role called the follow-up specialist. And, so when someone gets hired into our company, they have to start in this role first. And the beauty about it is you can find, you know, a bet someone that works at Best Buy or a bar -- A lot of people ask us, do you hire people who already have real estate experience? My answer is absolutely not. We actually prefer they don't have real estate because we can grow them into what we feel like they should become in the sales role. If they come in with preconceived knowledge of real estate, it's harder to coach them, right? So let's say someone comes in as a bartender, we can put them in the follow-up specialist role. And we can over time turn them into a closer, but they have a path to get there. So they pass a lead live, we have a whole process for it, to a closer they and they close the deal. Then after they close the first 10 deals with the company, their commission goes up. After that they we slowly train them into being a closer. So there's a career path and it with us, right, so you can move up over time. And there's very clear cut times and when you get to have commission increases.

S Steve Trang 54:39
Yeah.

T Tiffany High 54:39
Does that make sense?

S Steve Trang 54:40
It does make sense. Yeah. So as far as the return goes...

J Josh High 54:43
Yeah, the marketing piece.

T Tiffany High 54:45
So like I said, we just we spend anywhere from \$15,000 to \$20,000. So call it \$20,000 a month and you're expecting and we're expecting \$150,000 minimum.

S Steve Trang 54:52
Got it. And do you guys have a preferred direct to seller marketing method?

T Tiffany High 54:57
No, this last year, I was it was pretty evenly distributed in terms of like, what percentage of came. So, you know, we had 40% come from SMS, 20% come from RVM. The rest of it was split up between cold calling and Facebook ads is what we do.

J Josh High 55:14
And this was revenue, right?

T Tiffany High 55:16
And, of our revenue. Yeah. I don't know about the deal count, I just know the revenue, right.

S Steve Trang 55:20
Got it. And then are you guys looking at multi-unit properties?

T Tiffany High 55:25
So that's one thing I get asked a lot too. And look, commercial is sexy as hell right now. Right? So we're really good at what we do. And we love doing what we do. And so a lot of people chase shiny objects. And so for us, you know, obviously, sometimes multi-unit comes into our marketing stream, and we can, we can work it no different than a single family in terms of wholesaling. But in terms of multi-family, it's not that we're not going to get into it, but I would rather stack cash at something I'm really good at, and lend it into

someone else's deal and let them manage it and all that. Does that make sense?

S Steve Trang 55:59

It makes total sense. And it's really hard as an entrepreneur, to stay focused.

T Tiffany High 56:04

That's one thing over the last two years, I stay in my lane. We focus on what we're good at, we make a bunch of money, and then we just fund other things.

S Steve Trang 56:11

Yeah. Really smart advice for those that are you know, like always thinking that well, what about this? What about that? And just stay in your lane, make a lot of money. Alright, so what is your guys' superpower? I'll start with you.

T Tiffany High 56:23

Know, I asked Josh this, you know, before we got here, what's my superpower? He's like your superpowers, you just get shit done. You know?

J Josh High 56:30

Like, just figures it out.

T Tiffany High 56:31

I just figure it out, right? So when, like you said, For someone that's just getting started. I my superpower is like, I don't really think twice about it. If I want something, I just go. And I know that I'm gonna have I'm gonna fall down quite a few times. But I have faith. I'm gonna figure out as long as it's my focus,

J Josh High 56:48

There's a famous saying, I think he goes ready fire aim, right? That's Tiff, to a T.

S Steve Trang 56:53

Right. Yeah, no, it's absolutely huge. And it's, unfortunately, I think one of those things that it's, it's a superpower -- not necessarily trainable. You can coach someone in that direction, or you can coach it. But some of that I think has to do with how you're wired. Right? I mean, you're probably that way your whole life.

T Tiffany High 57:09
Oh, yeah.

S Steve Trang 57:10
So it's, you know, we're always preaching it just start, just start, just start. And I wish we can convey that message harder and more clearly. But it's really hard to convey that message. For some people, they're just always going to be analysis paralysis.

J Josh High 57:23
Right.

S Steve Trang 57:24
What is your superpower?

J Josh High 57:25
So my superpower would be patience. And I guess a better way to say it...

S Steve Trang 57:30
How does that work with the two?

J Josh High 57:31
Yeah, it's actually a great balance.

S Steve Trang 57:33
I was going to say, she's a driver, she's moving.

T Tiffany High 57:35
I'm a driver!

J Josh High 57:36
But like, I guess, set a better way is just trusting the process. Really, right. So in today's day and age, you know, like, we talked about the microwave industry, our microwave, microwave age more than anything, people want things done now. And that's just not reality. So for example, you know, when we go back to our first six months, we didn't have any deals, like I trusted that we were going to get a deal. I had patience that, hey, if we continue to do this, it will happen, right? And then now set a different way, when we hit these certain metrics, we will get the deals, it's just a matter of time. And it's just a matter of being patient. And a lot of salespeople, or even entrepreneurs, they get so caught up in, "Oh, I got to chase this, or I got to chase that. Or why am I not doing this?" They see every, all the flashy objects on social media, it's like, Hey, hold on, take a step back and control what you can. Because otherwise, you know, drown out the noise. Don't listen to the noise. Control it you can and trust the process. Be patient and it will come.

S Steve Trang 58:32
So how do you get someone newer? Because you guys are mentoring people? How do you get someone to keep the faith in the process?

J Josh High 58:40
If the proof is in the pudding. That's, that's what I'll say. So that's, um, I actually I can't take credit for that. Julian on our team. He's, he's one who says that a lot. And when he first started, you know, he -- well he even explained today he's like, when you were telling me this, you know, trust the process, trust the process -- I preach that a lot to our team. And, you know, it's one thing to hear it consistently. But after being there for just three, four weeks, you start to see it and seeing is believing. So that's really where that comes from, you know. As far as like our team goes, they've seen it. The proof is in the pudding.

S Steve Trang 59:13
Well, I love it. I love the the trust in the process is something that you know, you watch these championship caliber teams. It's all about trusting the process, not like don't be a hero, right? Do your job, do what you're paid to do, and everything else. work itself out. So I love it. Um, Sonia says you are the most patient person.

T Tiffany High 59:35
Thanks, Sonia.

S Steve Trang 59:36
Is there a book that you gifted more than any other?

J Josh High 59:42
I'm gifted more than any other?

T Tiffany High 59:45
You know, one book we recently read that we've been recommending to a lot of people, especially in our program, is CEO Jesus. Because it's really talking about one of the biggest things that we try to emphasize in our communities, you know, it's one thing to get the foundation set up, right? That's where it all starts, you want your systems and your phone systems and all that. And then it's another thing to become a leader. And you won't be here in 15 years or 10 years, whatever you guys are trying to accomplish if you can't figure out how to be a leader. And you got to get people to perform at 80% of what you're capable of doing. And I think that's one thing that holds the people that say they're a one man show or two man show that can do 25, 30 deals in a year, to go do that to do 60 or 80, is that they just have struggles hiring, training, onboarding, and leading them on a daily basis. And so that's

S Steve Trang 1:00:39
It's a completely different skill set.

T Tiffany High 1:00:40
It's a totally different skill set. Just because you're the best, you know, you're the best closer doesn't mean you're gonna be the best sales manager, right? So. So I just I really like we really resonate with that book, because it gives you a different leadership, you know, back to our faith, and faith is a big part of us. So I definitely recommend that book to anyone that's looking at for some leadership skills and had, and you know, you believe in the big man up above, I definitely recommend it.

- S** Steve Trang 1:01:06
I got another question. Going back to your patience thing. You're the sales manager. Sales managers and patience don't normally go together. Sales managers are usually like screaming at somebody, throwing something. Like if you don't hit your numbers, don't bother coming in tomorrow.
- J** Josh High 1:01:21
Right.
- T** Tiffany High 1:01:22
See, that's how I would be. That's why they keep me away from the sales floor.
- J** Josh High 1:01:26
So I'll be honest with you, I think that's a big reason why we're able to build such a positive culture. Because it's not like that. That's when, when sales late... when sales leaders are like that, it creates pressure. And pressure could be a good thing. It could also be a bad thing. Yeah. And I think that's a big reason why we're... our team has been so successful is you don't have that pressure. Now we hold them accountable, yes.
- S** Steve Trang 1:01:49
That was going to be my next question.
- J** Josh High 1:01:50
Yes, there is accountability. But there's a right way to hold people accountable. Right?
- S** Steve Trang 1:01:54
What is it?
- J** Josh High 1:01:54
There's an effective way, I think is patience. It's coming down to people's level. It's when you have those tough conversations. It's, "Hey, listen, you know, you have two offers right now and it's the end of Wednesday. What can we do to get you to your goal?" Right? And

your goal, maybe it's 10 and we have two total offers. We have two days or three days left into the week, depending on if we were working that Saturday or not. Let's gameplan. What do we need to do? Right? It's working together and not, "You F'd up, you did this wrong, you, you you... it's not, it's not like that at all.

 Steve Trang 1:02:23

Yeah, I love it. How many salespeople do you have with you?

 Josh High 1:02:25

So we have we have four total people on our sales team.

 Steve Trang 1:02:29

Got it. Awesome. Very cool. So I want you guys think about last thoughts you guys want to leave listeners with. While I make a couple of quick announcements. Guys, if this was valuable, please like, comment, share, let everyone else know about this. There will not be an episode next week, because I gotta do some broker nonsense, unfortunately. And then, the week after that, we got Alex Moses and Brian Higgins coming in from Oklahoma, and they're gonna be talking about how they're doing a crazy amount of deals, and doing... and BRRRing their way out of it, where they're just making a bunch of tax free money. And if you guys didn't know, we got a book out Active Listening 2.0 if you guys are interested. Go to Amazon, you can do a search for Steve Trang. Or you can do a search for Active Listening 2.0. You guys can find it. For you guys it's 99 cents right now. It's only gonna be 99 cents for two weeks. And after that, we're gonna be going back to \$10 on the Kindle. So. So I wanted to get... Before we go, somebody in Ohio wants to greet you. Last thoughts. I'll start with you.

 Josh High 1:03:26

Yeah, so I can't take credit for this saying. I played football at the University of Toledo and Matt Campbell was my head coach when I was there. And something that he would say a lot is winning is a habit. And what he would say is, you don't show up on Saturday and just win football games. You got to win in every aspect of your life. It's no different being an entrepreneur. You got to win with your personal development. You got to win with the relationships that you created. You gotta win, making sure you're controlling all of those controllables you know. That's actually the saying for our quarter right now for our team, is "Winning is a Habit." We break every huddle, every meeting with "Winning is a Habit" before we do a to clap to break. So that would be the last thing that I have for you guys.

Just make sure you're you're creating those winning habits consistently and that you're disciplined with it.

S Steve Trang 1:04:10
Awesome, very powerful.

T Tiffany High 1:04:12
I would say, you know, a long time ago, a mentor told me to just focus on results and ignore the crowd. So there was a time getting into this business, right that there's just so many people flaunting hugs and checks and all these things. And you're lying if at some point it didn't like get in your way of just comparing yourself to one another. Look, ignore that. And a lot of people ask me how did, how has your coaching community grown? My whole coaching community -- we take pride on this -- has been built by results, like it's word of... it's all been word of mouth. So if anyone reaches out to me from in to get into our coaching, it's just because someone, they know someone that got results in our community. And so everything in our active business is how do we drive the result we're trying to hit? Here's our revenue goal. Here's the goals we want to hit for our people and everyday our focus is, how do we get there and what you focus on expands. And we ignore the crowd. So whatever's going on around us I, you know, we don't really pay attention to as funny. We're in a conversation earlier at Bash like, how do you not know all these people were talking about? I'm like, dude, I got too much going on during the day. I don't, I don't know how to know all these 100 people. We just, it's not just about our results, right? Because we're also mentors. And as long as we approach everything in our lives, is whether it's for ourselves or for other people and the results and connecting, you know, making sure that they take the right actions to get those results. Everything else is, you know, game over from there.

S Steve Trang 1:05:40
Awesome. That's powerful. So if someone wanted to get ahold of you, how would they do that?

T Tiffany High 1:05:46
Our Instagram is @TiffanyHighOfficial, and Tiffany High on Facebook. I still have not gotten on TikTok, but I did watch your thing about the whole TicTok. Everyone's blowing up on TicTok, but I did get on Clubhouse guys.



Josh High 1:06:00

So my Instagram is @JoshHighOfficial and Josh High on Facebook.



Steve Trang 1:06:05

Awesome. Very cool. Thank you guys for watching. Thank you. I appreciate you guys coming out.



Josh High 1:06:12

Thank you. Thank you.



Tiffany High 1:06:13

Thank you.