

Sounds of Success CD

**How to Operate a \$4 Million
Operation and Take It to the Next
Level!** *with NAPMA CEO Stephen
Oliver and Paul Miller.*



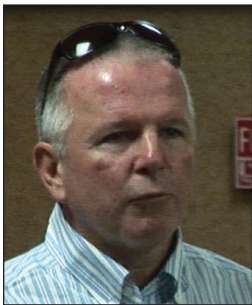


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Stephen Oliver

How to Operate a \$4 Million Operation and Take It to the Next Level! *with NAPMA CEO Stephen Oliver and Paul Miller.*



Paul Miller

Editor's note: The following transcript matches the audio presentation on CD in this month's member package. It has been edited to provide you with a better learning experience.

Stephen Oliver: Hi there, thanks for joining us again. This is Grand Master Stephen Oliver, CEO of National Association of Professional Martial Artists. I am delighted to be joined by Paul Miller who is one of our NAPMA Inner Circle members and a multi-school owner, very successful up in the Philadelphia suburbs.

So welcome, Paul. Welcome to our call. I guess I should let you say hi to everybody.

Paul Miller: Thank you so much Master Oliver. This is a pleasure to be here and it's a pleasure to be able to have an opportunity to talk with you and the other NAPMA members that are in the group.

Stephen Oliver: Absolutely. We're glad to have you. You have so much to share. I'll say upfront we're going to have a hard time squeezing it all into our allotted time so I'll get your pledge ahead of time for us to do a follow-up or two to even expand more for everybody.

Share with everybody a little bit about your martial arts background, how you got started and how you ended up in the business of operating martial arts schools?

Paul Miller: I started in martial arts when I was 16 years old in Reading, Pennsylvania. Studied there until I went away to college in Providence Rhode Island and then continued training in the Kyokushinkai system for 27 years.

Started to actually operate a martial arts school back in 1989 and was with the group for about seven years and eventually started with my own independent martial arts school in the Allentown Pennsylvania area.

Stephen Oliver: You now have how many locations?

Paul Miller: We now have four locations. As of Monday we'll have five locations and looking at an additional location for next year.

Stephen Oliver: Maybe to expand on that, it's fair to say that really you have 10 businesses right? You have 10 that are daycare, transported, afterschool martial arts and daycare, and five that are sharing the same facility but separate business that are full martial arts schools. Is that a fair way to say it?

Paul Miller: That's a fair way to say it. It's a little bit more complicated than that but we have learned to make sure that we operate them as separate business and really can't operate them as one business.

The childcare part of our business was an additional, was an afterthought in the beginning because our martial arts school just wasn't doing very well all by itself so we decided to combine the concept of the martial arts school with the childcare and was an extremely successful combination.

Stephen Oliver: Let's talk about that for a second; maybe spend a little bit of time on that before we go back to the martial arts schools. Among the three main daycare facilities, about what kind of annual revenue are you doing?

Paul Miller: We will do approximately \$4 million. I thought a little bit earlier in the year that we may not hit that mark but we're definitely on track to hit the \$4 million mark.

Stephen Oliver: With the fourth quarter we're going to have after our next meeting, let's make it \$4.5.

Paul Miller: I love that.

Stephen Oliver: Still with or without that, it's a very substantial business. I think what a lot of people in the industry have heard me say – what they've heard and what I meant – but a lot of people think I dislike or am opposed to the transport afterschool care or some version of that which is never what I said.

What I had said though is that I don't know how many schools in the US do it but I would say that you could give the number, I'll say 95% of them do it. Extremely half if not worse than that.

What I think I'm opposed to is you can't take a staff in the martial arts school, tag on another business, have them try to run both business and do it successfully. Is that a fair statement in which you had to or modify that?

Paul Miller: I will tell you that when we first started out our business as an afterschool transport activity if you will, we were extremely unsuccessful. What we decided to do, we said, "Wait a minute, if we're going to do this, we better do it right."

We decided we would become a license childcare facility which took a tremendous amount of effort on our part but at the same time we don't use our martial arts people to run the daycare.

We hired a professional director. We made sure we did everything perfect and spent a ton of money to get started in the business. It was successful because we did the right thing and not try to just have a program that was an afterschool program.

Stephen Oliver: Yeah, and a couple things you said there to expand on is you went to the full process to get licensed, to comply with the regulations, be a legitimate daycare.

A lot of the noise that I've heard around the industry is among people who are trying to run a daycare and pretend they're not, and then get frustrated with the fact that there's regulations or regulatory problems.

Talk about that for a second. What's your analysis?

Paul Miller: I don't think you can do it if you're not going to take care of the people's most precious asset to the fullest of your ability and make sure they're safe, make sure you're following regulations, make sure you're clean, neat, and orderly.

And in addition to that, you have to have the proper facility to do so. You can't just say I'm going to put 25 kids in with 1 person. It is not fair. It's not fair to the children nor is it fair to the family.

Stephen Oliver: Yeah. This is state regulation, not federal. Every state is different but at the time set that I've worked with people who have done this very well and very profitably, it's just been "follow the checklist."

We had a facility. We were doing this for a while on a trial base system. We had to go wire it with everything from put new alarms systems in and sprinkler systems and to run all the staff through criminal background checks and a variety of everything from CPR to first aid training and so forth.

What's the benefit of doing it right and not having those problems?

Paul Miller: The benefit in doing it right is you can make a very decent profit. Our profit margin is running about 25% of our sales. It's also four times the amount of income that we do for our martial arts school.

However, I will say if you can run a very successful martial arts school and if you listen to what the guys at NAPMA say, you can make more money just doing martial arts than you can do in daycare.

So it's kind of like where do I want to spend my time and am I willing to listen to some people who know?

Stephen Oliver: Sure. And there's two pieces of it. If I remember correctly, your average revenue for student in the afterschool is around \$500 a month.

Paul Miller: That is correct.

Stephen Oliver: And as you know, we have people who are charging that much for a leadership program based on two or three times a week. I think the thing is it's easier for a parent to justify.

And it requires less sales skill perhaps to do it in a format of a transported afterschool care program where they need the daycare to generate those kinds of revenue per student.

The thing I've always liked about the transport afterschool care is 1, the ability to charge a higher level; and 2, if there's opportunities for upgrades within it; and 3, you're not likely to have the same type of day-to-day retention problems that you can have in a martial arts program. Is that a fair assessment?

Paul Miller: I would say so, yes. There are some definite advantages through that as long as you're recognizing that it is in fact a very serious business and you have to watch your dollars just like every other business.

But at the same time I really believe they have to be able to have the guts to do it because each location process is about \$500,000 to get started.

Stephen Oliver: On your case, they're an average of about 10,000 square feet?

Paul Miller: That is correct.

Stephen Oliver: Yeah. So these are real purpose field locations that have the facilities that are necessary, and the staffing on ... what is your staffing per child during the peak times?

Paul Miller: It depends upon their age group, but they can go from 1 staff number to 4 all the way up to 1 to 15 depending upon their ages. So the labor cost is your biggest expense when it comes to the afterschool care.

But honestly, if you have good people, you have to pay them decent amount of money to work for you otherwise you get such a transient group of people that turnover becomes a problem with the parents.

Stephen Oliver: Absolutely. The quality of the experience is almost directly proportional to the quality of people that are implementing the program that you have.

Paul Miller: Absolutely. That makes all the difference in the world to make sure that you have a program that is not just a babysitting service. One of the most important things for us that our kids are active afterschool.

They're not just sitting around watching TV or video games or anything else like that. So it takes planning and good instructors and teachers to be able to hold that standard.

Stephen Oliver: Yeah. Let's shift over to the other side now. In your martial arts program it seems like we've been working together for about a year now.

Paul Miller: That is correct.

Stephen Oliver: Maybe a little less. Let's talk about the martial arts program because you've had an unbeatable year in growing the martial arts side of things. Tell a little bit about what it looks like this time last year, what it looks like this year, and what the growth has been like.

Paul Miller: Last year when we first started, I met you down in Philadelphia and it was a very interesting experience because of the folks that we were with there.

But at the same time it was wonderful for my son and I because we sat down and we spoke with you about it and immediately after that conversation, I knew we needed to get involved in NAPMA because our program was struggling.

Our part of the program, we were pretty much maxed out on all of our locations and the only place for us to grow was martial arts.

We made a commitment to be able to make that happen and so through your guidance, we kind of looked at it and we said we actually have to treat this like a business like our childcare.

That started the ball rolling right then and there even though we still didn't believe it right away and after several attempts of you saying you have to raise the prices and you have to go out and do these things. We finally listened and the growth has been 250% this year.

The amount of new students that we've had, we did 70 students in one school in January, 50 in another, 25 at the smallest location and have just been booming ever since.

Stephen Oliver: That's fantastic. You mentioned the experience of Philadelphia, it's probably worth talking about that for a second because the situation was – and it's not unusual but it was pretty bizarre.

We had you and your son, who's by the way delightful — He's a really sharp gentleman – back. We had you and your son on one end of the spectrum and on the other end of the spectrum, we had a school husband and wife team that was doing about 10,000 a month running five different curriculums on their school.

If I remember it correctly it was everything from taekwondo to boxing, kickboxing to transports afterschool care. You and Zack at the time were running about a little less than \$3 million operation and it's probably fair to say...

Correct me if I overstate, but we spent about four or five hours with you going through notepad after notepad taking notes, and got to stay in the high level with this other couple who was doing nothing right, arguing every point, and trying to tell us all the things they knew about the industry, all the things they knew their market would be or all the things their students want, and didn't want and basically argued the entire time. Is that a fair statement?

Paul Miller: Oh my gosh, it was very frustrating. Even to sit there and listen to it was frustrating. To consider that someone would take the time to come to a seminar like that and not listen to a word that was being said.

Stephen Oliver: Yeah.

Paul Miller: To me that was just unbelievable. I was like you've got to be kidding me. Why are you wasting your time here because you seem to already know everything that's possible?

Stephen Oliver: I'll tell you why they usually bring it up, what we find is there's a direct correlation between the success of an operation and their receptivity to new information.

When we're talking to school owners that are less than \$10,000 a month and same is true for many of them between 10 and 20 is often times they feel they're doing real well given their circumstances. They think they know a bunch about the industry and they want to argue every point.

On the other hand, school owners who are half a million up and sometimes in the multimillions understand there's a lot of room for growth and opportunity and frankly recognize good knowledge and information when they see it.

So you've seen that several times now. Is that a reasonable way to phrase it?

Paul Miller: Yeah. Over and over again I have people that are in my area who are struggling to make their rent every month. Even after I say to them you know, there is a better way.

They still reach out and tell me all of the good things they're doing even though they can't make the rent. To me, the worst words I hear is, "I know." Obviously, you don't.

Stephen Oliver: Back in '83 back before any of the magazines are out in the industry or stuff is, [Inaudible] decided in their customer newsletter that they were going to start doing success story column.

They eventually ended up doing exactly to the first one was on me, the second was on me, the only ones they ever did. But I was just flooded with calls. Again this is '83 '84 '85.

I got a reputation of being arrogant and the conversation started going like I've got about 15 minutes and I really don't want to learn how to run a school the way you're running it and if you're going to tell me all the things you're doing, I'm not going to have a chance to give you any ideas. So would you like to hear some good ideas on what to do or you want to try to tell me on how to run a failing school?

Paul Miller: Well one of the things I tell my boys all the time, I said if you want to do it wrong, look at what 97% of the people are doing out there and they'll show you how to do it wrong.

Stephen Oliver: That's exactly right. Dan Kennedy who I like a lot, his comment is – I think he's still with Earl Nightingale or something but he'd say if you don't know any other information about how you run your business and no other source, just go look at what everybody else is doing and do the opposite.

Paul Miller: I love that.

Stephen Oliver: Its pretty good advice. One of the comments I remember making to you is how you "throw the baby out of the bathwater" when you were developing your martial arts school. You went out on your own. Let's talk about that a little bit.

It's interesting sometimes when you forget that our hobby is also our business or start doing things that are taken away from our bottom line. What are some of those lessons?

Paul Miller: To me it was kind of a wakeup call when you said that to me because I absolutely at the moment you said it, I knew that you were right. I had been in a system of martial arts where they had a complete system, a good sales process, a good phone process, just a good business process.

Because I was doing the martial arts as a hobby, I just said I don't really care so much about all that stuff. I kind of went the opposite way and threw all that stuff away and tried to say my martial arts is so good that people want to do it just because I'm that good. Well, I was complete and utterly wrong.

The moment those words came out of your mind changed my entire direction and of course my son Zack, same thing. He said you know dad, he's right. We need to move past that and get out of our egos and let's treat this as a business and make a good living out of it.

Stephen Oliver: Yeah. The other thing I think that so many martial arts get backwards is they think that by increasing professionalism and focusing on things like get the gross up, improving sales ratio and somehow they're degrading the level of service with the level of quality. What's your perspective in now working together for you're on that aspect?

Paul Miller: I guess the only perspective I have on that is that if in fact we have a great martial art and if in fact we want to preserve that martial art, the only way to do it is to teach other people how to do it.

If we don't have customers, if we don't have students to pass that on to, your martial arts will die and the other part of it is what happens when I die? I don't want it to go away.

I want other people to be out there to be able to teach it, to be able to pass it on and the only way you can do that is to be a good business person so that you can teach as many people as possible your art.

It doesn't mean you have to teach any less. It doesn't mean you have to be a bad teacher. It just means that you have more people to work with and more people to pass it on to.

Stephen Oliver: You bet. I think with few exceptions there's a direct correlation in the quality of the customer service, the quality of the teaching and the bottom line of the school.

Same as in the daycare side of what you're doing is if people love you and they're thrilled with what they're getting, and they're excited about it, they stay longer, they're willing to pay more and the word gets around that you're fabulous.

Paul Miller: Would you like to hear an interesting statistic?

Stephen Oliver: Absolutely.

Paul Miller: I know that you're a numbers guy and numbers mean a lot to you. Before we've worked with NAPMA, I've never told you this but our retention rate was we lost about 15% of our people every month.

And since we've been doing it right or as right as we've been able to get it to right now, we're not 100% yet but our retention rate now is a half of a percent.

Stephen Oliver: It went from 15% attrition per month to half a percent per month?

Paul Miller: To half a percent. I would not have believed that number, but I keep very close eyes on my numbers. So, it really was like, "You've got to be kidding me!"

Here we are; we're charging more. We have three times the amount of students and we're retaining them at the rate of a half percent a month.

Stephen Oliver: By the way, I've proven over and over again there's an inverse correlation between price and dropout rates. The higher the price, the lower the dropout rate.

Paul Miller: I can tell you I'm a believer because it's clearly happened to us.

Stephen Oliver: That's an amazing number.

Paul Miller: Yeah, because the lowest I have remembered even when I was with the other group was about 2.5% to 3% I was amazed. I had to do the numbers two or three times to be able to convince myself I was actually doing it that well.

Stephen Oliver: You bet. Let's give people a couple thoughts and maybe I'll from that point ask you the question. A lot of people here are talking about peak performers, Inner Circle a lot but if they're skeptical and looking at it, what advice would you give them about how to think about it?

Paul Miller: I will tell you the best money I have ever spent is working with you guys. I started out as a regular member and the minute I decided to go into the Inner Circle was the best thing that ever happened.

When we have an increase of 250% in one year, my goodness, what is the tuition? I'd pay it over and over again and also I'd say just do it.

Stephen Oliver: I can't even figure out what the percentage is going from 15% down to half a percent. I guess that'd be 3,000% improvement?

Paul Miller: Yeah. In addition to that, the profit margin went up as well. So we increased our cost with marketing but the amount of income that came in profits were shadowed by 10-fold.

Stephen Oliver: Yeah. Ultimately the bottom line which I think people lose sight of is it's about on the business side it's about net profit, it's not about gross. On the student side it's about delighting the students and keeping them for life.

It's not about the level of energy or whatever else it might be, it's about retention and outcome for the students and frankly it's about eliminating headaches as a business owner and it's about having that net profit, not gross revenue.

Paul Miller: The increase that we've had this year, what it means to me personally is about \$300,000 more than my pocket.

Stephen Oliver: I like that. We're not charging you enough so we'll have that recorded for posterity. Let's give everybody a few actionable items on the martial arts side. You've grown martial arts side of your business by 250%.

If there's maybe three take aways on what everybody else could model that you've done to do that, what are they?

Paul Miller: One of the big things was to do 20 things a month to bring in more leads. The second thing would be to learn and have a system in place for everything that you do and practice it over and over again and get rid of people, who aren't willing to grow.

Stephen Oliver: That's a difficult one. Expand upon that. Most martial arts have grown their staff from within and they hate to weed them out, how do you accomplish that?

Paul Miller: Here's the thing: I will say that I give my teachers and staff every possible tool that they can use to be successful. And if in fact they're not willing to be successful in their own minds then they don't really belong here and we just have to cut it while we can so we can continue to build someone who is willing to actually be successful.

Stephen Oliver: Yeah. And there is a tendency for senior students and staff to be very loyal to the way you used to do things as opposed to being loyal to you and the school. I think sometimes we miss that distinction.

If you're not constantly teaching staff how to grow and change, when you really have to make a significant improvement in the school you're going to leave them behind.

But at the same time if they're not willing to be loyal to you and to the school as opposed to the past, you've got to find someone who will be. Is that a fair way to say that?

Paul Miller: Absolutely. The other thing is, if in fact they want to be successful and you can show them that they can be successful, not only financially but just in the way they feel about themselves and about the way they feel about their job, it is a really big deal. And, you can develop a person that are going to stay with you for a while and to grow with you.

Stephen Oliver: You bet. It's so important especially when you get into multis. If you're not constantly developing staff and constantly developing bench strength and constantly moving their expectations up and it's the Jack Welch saying of got to get rid of the bottom 20% every year.

Is ultimately we can grow them rather than get rid of them but one way or the other we've got to keep expanding our expectations and our capabilities.

Paul Miller: Without a doubt. In our lowest performing school the instructor there is sorta on probation and he knows it because no one else actually wants to work with him because they don't want them to bring him down.

So we will give him every possible tool to be able to be good at what he does and if we don't, shame on us.

Stephen Oliver: Yeah. I've said it this way before. With staff, you only have three issues. Do they have the attitude to do it? Do they have the motivation to do it? And do they have the skill set, the training and knowledge?

And it's our responsibility to give them all the training and skill set. It's also our responsibility to create an environment where we don't screw up their motivation.

I don't think it's our responsibility to have a pep rally everyday but it's certainly our responsibility not to get in their way and screw it up.

Paul Miller: Yeah, I would say that's absolutely right.

Stephen Oliver: Going back to the 20 things a month, what are some of the things that you've done that have been very successful this year for marketing?

Paul Miller: We do direct mail for the first time. We did that this year. We did a lot of fairs, parades, we do demonstrations. We do a lot of rack cards. We do very little newspaper but we do a lot of community service things, fundraisers.

We've done our website so that it's actually a website that gets people information so we can send them out. We did search engine optimization and just a ton of different things and things we actually learned at the marketing boot camp out in Colorado given another huge jumpstart to our September-October so that was really an awesome event there.

Stephen Oliver: Talk a little bit about that. What did you find valuable? What were some of the takeaways from that?

Paul Miller: I think I've sent something into you about – we found out we were doing everything just a little bit right and we weren't doing anything great but even not doing everything great, we were still increasing in our enrollments.

As soon as we found out all the things we should be doing and how to get them done, those are the kinds of things we learned in Colorado. We were amazed at the internet marketing stuff that we got from that.

It started on a horrific path of redeveloping our website. We also worked with you guys with the 20 different things that we can do. Developing the marketing plan was genius because we actually brought that back to our school.

And now all of our schools own their own marketing plan. So I didn't develop it for them. They developed it so now they own it.

Stephen Oliver: Let's explain that a little bit. What we had is everybody split up into groups after they had all the tools and organizes the team, the marketing plan.

And then what I explained is certainly a multi-school environment if you give people the marketing plan, they may or may not do it but if they go develop it themselves they now own it and therefore will get emotionally as well as intellectually engaged with it.

Paul Miller: It was really great too because we've got in that Inner Circle group and there's some pretty smart people in there that are doing a lot of good things and with the input from all of those folks it just made it so easy to develop something that could truly work in real world.

Stephen Oliver: Yeah and it wasn't about to spend \$50,000 either. It was a combination of a little bit of advertising and a lot of grassroots and a lot of internal. Is that fair to say?

Paul Miller: Yeah. It was interesting because some groups decided they were going to spend \$25,000. Some group said they were going to spend \$5,000 and they all developed a plan based upon the amount of dollars they felt were available.

Stephen Oliver: Yeah. The plan was to have 100 students in six weeks just so everybody knows what the objective was. I think a vast majority of people who were there – in fact I talked to Dave Moss earlier today and he said I went back and the week after I got back, I did 50 students and I hadn't even started on the plan yet. So it's not a bad way to start.

Paul Miller: No that's not a bad way and I'll tell you that this month, we started it in September 1 and for this month we've now had 38 students for this month. That's more than we've ever done in one month.

Stephen Oliver: That's great.

Paul Miller: That's just in one location.

Stephen Oliver: That's fabulous. We're now retching your tuition up and through the years you've already jumped about 50% is that right?

Paul Miller: That is correct.

Stephen Oliver: So how is that impacted? Obviously you're doing a lot of enrollments. It hasn't hurt you too bad.

Paul Miller: Well when we raised the price, people started coming in and signing up more so it was obvious to us we were clearly undervaluing what we were doing.

When we stopped caring about what everyone else was doing, it really helps us to keep our eye on what we needed to be focused on and that is our new students and not worrying about what anyone else was doing.

Stephen Oliver: What you mean by that, you mean the other martial arts schools in your area?

Paul Miller: Yes. We are clearly the highest priced in the area and almost by 50% and we had more students than any of the others. I would say to you we were clearly undervaluing our program.

Stephen Oliver: I tell a story back in the early 80's I was on average double what everybody else was charging and on average had 10 times more students than the next biggest school in the metro area. In gendarme to my competitors, I really only care about is our students and our markets. It's a good lesson to learn.

From a standpoint of specifics now, I know the enrolment card idea and there's a lot of iterations of it. That's been very successful for you. Walk everybody through a couple of the iterations of that idea that's been useful for you.

Paul Miller: Well what the enrolment card did for us was simply to give us something to talk about that we just didn't have before. I would say to you it wouldn't matter what we charge for it. I really don't think it did. It just gave us something to talk about instead of just saying they would you like to do martial arts?

So it was a method of five weeks of classes and a free uniform for \$10.99 and when I step back and look at it, it really had nothing to do with the offer itself. It had to do with being able to present it to someone and actually ask someone to buy it.

Stephen Oliver: As we talked about the boot camp there's probably 10 effective iterations of that thing ranging on one end from \$49 or \$39. It's a charitable fundraiser through the schools.

Tim Kovar when he did it, called it the team center. That was their fundraiser. I did it for children's hospital down to the other end of the spectrum is something we did as a fundraise with Chuck Norris where it was I think \$19 and it was a month of lessons and uniforms of semiprivate evaluation etcetera.

There's a lot of iterations of that idea. Probably the most important thing is getting out and doing it and having to close them off.

Paul Miller: Yeah. I really believe that is the key and again that's something I learned many years ago in sales and I just threw the baby out with the bathwater on that too so I guess sometimes we get stupid spells. We need to go back to the basics.

Stephen Oliver: Well sometimes we think that martial arts as a career is different from other things that we've done and it is really interesting to see somebody who comes from IBM in sales or some other business environment and then they throw out all of the great professional ideas they learned at somebody else's expense to multimillion dollars because it's now their hobby.

What we need to do is learn from all of those experiences. That's why we're going to Disney and to WestPoint is to learn from others who've invested more time and effort to get to that point.

Paul Miller: Yes.

Stephen Oliver: If there's a school owner who's a buddy multi-school operator and you're going to give him two or three ideas on things that you learned with some experience they really have to focus on, what might they be?

Paul Miller: Through multi-school, I think the most important thing is to have your systems in place and make sure that you are very strong in your training process and make sure that you keep your eye on the numbers.

The numbers will tell you the story that you need to be able to make sure to grow and help you identify where your other schools need the help.

Stephen Oliver: As you said before, don't be afraid after spending all other energies weed out the ones who aren't going to be willing to be successful and add to the ones who are willing to be successful. Very important.

Paul Miller: I think the most important thing is just to listen to you. I think it's a little silly but seriously it's made all the difference and you know that I have a partner here with my other centers.

He says I want to meet this guy because we're bringing in a lot more income and revenue for our company so whatever you guys are doing out there, just listen to Master Oliver and Master Milroy because they know their stuff.

Stephen Oliver: I appreciate it. It sounds like the other day I heard about what a 40 to 1 return on your investment or 100 to 1 return on your investment on your tuition later to this.

Paul Miller: Yeah, there's no question. Its great stuff.

Stephen Oliver: Well, Master Miller, we have eaten up a bunch of your time but I think anybody who's listening to the call is really going to find it valuable and as I said before I think we need to do a couple follow-ups just to expand upon what we've touched on.

Any last couple words of wisdom for everybody before we have to ring off for the day?

Paul Miller: I would just say thank you for all of your input and honesty and bringing us back into reality zone here and if anybody else, just get involved with this stuff. Its great bunch of people and the ideas that come from all these folks is just phenomenal so just go for it.

Stephen Oliver: Sadly or whatever I think I've got a well deserved reputation of never sugar coating anything. So some appreciate...

Paul Miller: I would say that's absolutely true.

Stephen Oliver: Well thank you so much for your time and give back my best regards to all of your staff and the guy who's on probation, go kick his butt a little bit. Its always better to get one turned around and have to go get a new one but got to do what you got to do.

Paul Miller: Absolutely. Thank you so much for talking with me today sir.

Stephen Oliver: Thanks for sharing your time so generously. Again we'll follow up a couple times. We've just barely scratched the surface.

Paul Miller: Alight sir thank you.

Stephen Oliver: Thank you.

