



## Travis Shares, "I Followed The 12 Months To \$1M Plan And Sold My Company" Transcript

Ryan Moran [00:00:02]

This is The Road to \$1 Million and I'm Ryan Daniel Moran. Hey guys. Exciting news. One of our students that I've personally worked with for the last 4 years or so just exited his business for a really big payday. I watched him grow from the grind of getting this business up and off the ground all the way to having the big company come and purchase the business. It was a huge win for him.

Ryan Moran [00:00:25]

So, I asked him to come over to my house and do a special session for our members of The One Percent. We do a regular session called Wine With Wyan. We drink wine and we talk business together. And the reason why this is so exciting for you is because Travis, who you're going to meet in a second, got into this game before I wrote my book, *12 Months to \$1 Million*.

Ryan Moran [00:00:49]

So Travis and I were working really closely together but he didn't have the resources that we put out here regularly. So, I wanted him to come on and share his entire story from the grind of just getting this business off the ground all the way to that exciting payday because the more that you see examples of people who are actively doing this stuff and getting amazing results the faster you're going to see that this is possible for you too.

Ryan Moran [00:01:15]

So, if you follow my work, have read my book, listen to the podcast, subscribe to this channel, this is the case study to show you what's possible for you when you put it into action. I'm really excited for you to see this conversation with Travis Zigler.

Ryan Moran [00:01:33]

Today we're with Travis Zig-Zizzle. He is beaming in from all the way across the world. Get on my screen. He's right next to me. What's up, Travis?

Travis Zigler [00:01:47]

I'm actually really confused right now because I'm watching the screen trying not to watch you but you're delayed from what you're doing. It's kind of blowing my mind right now.

Ryan Moran [00:01:56]



We can just look at each other lovingly like we're having a romantic bromance if you'd like. We've been working together for 4 years? 5? Is it really that long?

Travis Zigler [00:02:07]  
It's been 4 years, yup.

Ryan Moran [00:02:10]  
4 years. And you just had a big day. Tell us about it.

Travis Zigler [00:02:16]  
June 1st we exited, so we had our big exit following pretty much *12 Months to \$1 Million* step by step. He did not pay me to say that. I followed the *12 Months to \$1 Million* before it was actually a book. It was just a YouTube video and where I would listen to it every single month and that's how we built ...

Ryan Moran [00:02:38]  
What do you mean you listened to it every single month?

Travis Zigler [00:02:39]  
On YouTube. I watched the same YouTube video every single month.

Ryan Moran [00:02:43]  
For why?

Travis Zigler [00:02:45]  
Why? Because ... So, I think what most entrepreneurs do is they try to focus on so much stuff. I read 52 books a year. I do this, I do that. I read probably 6 books 100 times. I listen to the same things over and over again. When I find a concept that works really well, I just focus on that concept until I master it and then once I master it, then I might go onto something else but that's ... We grew our business with simplicity and that's thanks to you.

Ryan Moran [00:03:13]  
Well, thank you for that. So, tell me a little bit about what you mean because you made a lot of changes in your business. When we started working together, you were selling eyeglasses and then ... I mean, you don't sell eyeglasses anymore ... Or sunglasses specifically. You don't sell sunglasses now.

Ryan Moran [00:03:29]



You made some pivots along the way and you did some things I thought were very smart, especially at the time. So, we'll dive into all of that but what in particular did you keep really simple that led to the exit?

Travis Zigler [00:03:45]

So, when we were selling sunglasses we were just selling pieces of plastic out of China. We still have 5 pairs of sunglasses that we sell and we were in practice at the time too. My wife and I are both optometrists. We had 2 practices. We had just started 2 practices when we started this business as well and when you start a practice you're a little bored because you have a lot of time between patients.

Travis Zigler [00:04:04]

I went from seeing 6 patients an hour to 1. And so, my wife and I were planning on doing a pediatric practice but geriatrics came to us and so we pivoted our practice, number 1, to serving that geriatric population. So, we were selling sunglasses and then we shifted to more of a dry eye focused practice, and glaucoma. But dry eye was our big focus.

Ryan Moran [00:04:26]

Because that's what the market was coming to you for?

Travis Zigler [00:04:29]

Yes.

Ryan Moran [00:04:29]

Or because that was the demographic?

Travis Zigler [00:04:31]

That was the demographic.

Ryan Moran [00:04:32]

Got it.

Travis Zigler [00:04:32]

That was the market that we were in. And then that made us shift ... It was actually at one of your events that we shifted into the dry eye space by listening to Dr. Curral up on stage and I had an ah-hah moment, we need to start going into dry eyes. So we did. And we didn't really ... We couldn't really build an audience around sunglasses.

Travis Zigler [00:04:51]



I've seen great brands that have done it. I don't consider Ray-Ban to have a ... Yeah, they have a pretty great following. But Goodr sunglasses, G-O-O-D-R, they focus on runners and perfecting a runner pair of sunglasses that didn't bounce when they ran. So they did that really well, but we just couldn't find that audience that got us excited in sunglasses so we focused on dry eye.

Travis Zigler [00:05:12]

And we started our dry eye syndrome support community. And the 3 things that we did really well, Amazon PPC ... To go back to your question, by the way. Amazon PPC, we built our audience, and we created content to provide value to that audience.

Ryan Moran [00:05:24]

Hold on. Amazon PPC, you built your audience, and you created content for your audience. That was the 3?

Travis Zigler [00:05:29]

That was the 3.

Ryan Moran [00:05:29]

Tell me these last 2 that you did really well ... Are you smiling because you're looking at me in the screen and you're looking right next to me and I'm in the corner of your eye? Alright, so the content and the audience piece, obviously we throw around these terms. I talk about this all the time, and this is always a point of confusion for people and it was a point of confusion for you when you were going through it of building the audience.

Ryan Moran [00:05:54]

If I remember correctly, I told you not to build the audience in the way that you ended up doing it and you were like, we're going to do it anyway, and you turned out to be way right and I was way wrong. So, when you say you were creating content for the audience, how did that whole package work together?

Travis Zigler [00:06:11]

So the reason that you didn't want us to build this audience, it's called the Dry Eye Syndrome Support Community. It's still on Facebook. It's 15,000 members strong. But go join it if you want to see how we do things. You didn't want us to do it because you were suffering a little bit from dry eye post-LASIK.

Travis Zigler [00:06:29]

And the problem with that is that's not our demographic. Our demographic is post-menopausal females, which we were seeing all the time in our practice. So, we knew the need was out there but



it wasn't for you as our demographic. So, we literally started this Facebook group and invited our friends. We had about 100 people in the group and we just started going live once a week.

Travis Zigler [00:06:47]

And that's all we did is we went live once a week for probably 6 months before we even had our first person join us. You will hear crickets. You literally will ... Nothing will happen. You'll feel like nothing is happening. But you're in what Google calls the sandbox. Facebook wants to make sure you're real enough to start showing you and so that first 6 months of going live every week we had no rewards from it and nothing, and then people started joining.

Travis Zigler [00:07:12]

And then one of the questions we asked when they joined the group is how did you find us. Facebook suggested it to us. No paid ads. Facebook was just starting to suggest it based on the keyword dry eye syndrome support community. So, when you search dry eye in Facebook, we're the first to come up. When you search dry eyes, we're the first to come up.

Travis Zigler [00:07:31]

And that is the result of engagement. And so we just kept going live over and over again. As people started coming in the group, they started asking the same question over and over again. Then we started making content around those questions that were asked over and over again. So, instead of typing a long response in Facebook, we can now post a blog post. They then were going over to our blog where we then try to capture their email address.

Ryan Moran [00:07:53]

So in essence, the group was the list. That was the core group of followers that found you organically just on ... In Facebook groups. And then you were nurturing them with the lives and the content you were making to respond to their questions. I mean, that's so beautiful. I remember one time you were launching a new product, and forgive me but I don't know what the product was, but it was a product that had no Amazon search volume.

Ryan Moran [00:08:23]

This was nothing on paper to say it's a good thing to sell on Amazon. There were no competitors selling it. It was something new in the marketplace. And you launched it to your audience at a price point that was like 30% higher than what you might call market rate and if I remember correctly, you went from 0 to 50 sales a day in like 7.5 seconds.

Travis Zigler [00:08:46]

That's still our bestseller.

Ryan Moran [00:08:47]



That's your bestseller now?

Travis Zigler [00:08:48]

That is what led to the growth of the entire company.

Ryan Moran [00:08:50]

Okay. Tell me more about this.

Travis Zigler [00:08:53]

So, it was actually opposite what you said. So, there was a product of ours that we sold in our practice called Avenova. Avenova's a great company. If it wasn't for them I would not have the business that I had. But they did something really odd about 4 years ago. They took their price of their product from \$30 dollars to \$300 dollars a month because they were a prescription.

Travis Zigler [00:09:16]

And when they did that it made a lot of people mad. Patients, doctors, everybody. And so, one day a patient actually came up to me at my practice and said hey, can you make this because it went to \$300 dollars a month. And I was like, I don't know how but I can look into it. And so, I took it, found a manufacturer for it, very, very specific manufacturer because when you create our product it actually creates bleach as a byproduct and we didn't want that in ours.

Travis Zigler [00:09:40]

So we found a manufacturer that had a patented process that doesn't have bleach as a byproduct and we literally marketed it against our biggest competitor as an alternative and we were only \$15 dollars a month versus their \$300. They have since come down to \$30 again and they're over the counter now but it was funny because when they became over the counter and went on Amazon, it actually lifted everything up.

Ryan Moran [00:10:01]

It made the category bigger.

Travis Zigler [00:10:03]

Yeah exactly.

Ryan Moran [00:10:04]

But you launched that to your audience and got ... You got a big liftoff from the beginning.

Travis Zigler [00:10:10]



Yeah. So it was hey are you using this product? Well now you can get a less expensive version, just as effective, buy it here. And literally we went to 50 sales a day. I think we were up to 100 sales a day within 6 months.

Ryan Moran [00:10:24]

It never would have happened without that group.

Travis Zigler [00:10:27]

And there's no category for it. You don't have a search volume for it here.

Ryan Moran [00:10:31]

You're not finding that on Jungle Scout.

Travis Zigler [00:10:33]

I did not find it on Jungle Scout. The keywords that we were going after were things like dry eyes, dry eyes, sty, blepharitis, all disease terms, but when people search that they don't know what they're looking for. And so you're just trying to get up to the top of that and we don't go for those anymore because our brand name is recognized now but that's how we got started with that and that's how the whole ... It's called Heyedrate Lid & Lash cleanser. That's how the whole Heyedrate brand was born. It was just because that one product, that one patient coming to me and saying can you make a better version of this.

Ryan Moran [00:11:03]

So, I want to speak to just theoretically if there's anybody here watching who, I don't know, their target market is dads, hip dads that might buy baby stuff. I don't know, I'm just making this up, and if you're watching, I'll just call this person Manny. So, if you ... One play that you could make here theoretically, strategically, is to build the audience in a central place like a Facebook group like Travis is discussing and your content is doing the interviews that you already like doing with dads that are sometimes celebrities, sometimes just regular dads because as dads we're starved for community.

Ryan Moran [00:11:55]

What Travis did so well is he built community around a pain point that that demographic needed to talk about among other people who were dry eye sufferers and putting an authority figure, a doctor, in that Facebook group gave them a way to ask questions, feel supported, feel like they had hope, there are actions that they can take in order to relieve this challenge, there was content, there were other people they connected with, I'm sure they interacted with each other quite a bit I remember you telling my that they kind of policed each other because there was that community that was set up.



Ryan Moran [00:12:35]

So, pretend Manny, you could theoretically build this community for dads, another group that is starved for community and you could build it around just conversations with dads and sometimes it's celebrities that you have from your network and you ... And that could be an easy first step into the audience that you then warm up into email lists and content and subscribers and all of this. Does that make sense, theoretical Manny who may or may not be watching this right now? I'm going to pretend he's nodding and giving me a thumbs up.

Ryan Moran [00:13:12]

So, Travis, I remember you ... When you made that pivot of focusing on audience, if I remember correctly, you quickly went from \$80,000 a month or \$60,000 a month to \$200,000 or \$300,000 dollars a month. This is maybe 2 or 3 years ago. Am I remembering that correctly?

Travis Zigler [00:13:36]

Yeah. So, the Heyedrate brand really helped take us to a whole new level because when you have an audience, your brand is invincible. You can do whatever you want to a certain extent of course. But you can pretty much come out with ... So, we're releasing an eye cream this month. An eye cream. Eye cream. Go look for eye cream and Jungle Scout it. It's probably a 1 out of 100 because of the opportunity there is nothing.

Travis Zigler [00:13:59]

But we're not worried about the Amazon sales. We're worried about serving our audience, and when you're serving an audience it just can catapult you to a whole new level because once you reach the million dollar point with an audience in place, to get from 1 to 10 is just more products. You've already learned to sell if you've gone from 0 to 1. So, when you're going 0 to 1, this is ready, fire, aim right here.

Travis Zigler [00:14:22]

When you're going from 0 to 1 million, it's all about learning how to sell and how to serve. That's the key part there is serving your audience. Not the selling part, the serving part, and the sales will come. Once you get to a million, going from 1 to 10 is just about more products. You're repeating the process to make sure you can repeat it.

Ryan Moran [00:14:39]

So, you mentioned earlier that you followed the 12 Months to \$1 Million model to a tee and what you just said was that the way that you started to grow this was releasing more products. Does that mean that you had 12 products doing 25 sales a day at a \$30 dollar price point? Or was it more like you released 15, you cut some, some were winners. Was it a little bit more messy than that?



Travis Zigler [00:15:10]  
It's a lot more messy than that.

Ryan Moran [00:15:10]  
Okay.

Travis Zigler [00:15:13]  
You will have so many duds. We released a product 2 months ago and it was a complete dud. Nobody wanted it. We sold probably 500 at launch and we're now selling 2 a day so we cut it. So, you'll have probably just as many duds as you do singles and then you'll have one home run that will take your business off. But our home run was probably our 21st product.

Ryan Moran [00:15:38]  
21st?

Travis Zigler [00:15:39]  
We had great doubles and some triples, but we never hit 100 sales a day until we came out with Heyedrate.

Ryan Moran [00:15:47]  
Never his 100 sales a day on a single product?

Travis Zigler [00:15:49]  
On a single product.

Ryan Moran [00:15:49]  
Okay. Alright. So, your first home run being 100 sales a day consistently. Okay.

Travis Zigler [00:15:56]  
Most of our products usually averaged around 25 to 30 sales a day and we had a lot of them. We actually had about 10 products that did 10 sales a day and we were happy with that. And so, those were all singles. And so we had lots of singles to get us to that 1 million but we didn't have an audience behind it. And so that kind of brand, the sunglass brand, it's trickled down quite a bit because we have no audience backing it but it's still there and it still does well. It's just cash flow.

Travis Zigler [00:16:20]  
But when you build an audience behind it you can keep the momentum no matter what. So, if we did a boost on a product, we put a sale on it, email our audience, boost it back up, and sales pick up again.



Ryan Moran [00:16:31]

Tell the story about the year that you spent trying to build funnels and then finally came back to the basics, we might call it.

Travis Zigler [00:16:45]

You mean the year I quit the Backroom?

Ryan Moran [00:16:48]

I wasn't going to go there, but you're welcome to ... Specifically, I remember ... You're not the first person that I have seen go try to build cold traffic funnels and go down that rabbit hole and realize it's a completely different business. But would you tell your experience with that?

Travis Zigler [00:17:06]

Yeah. So, I was in the Backroom for 3 years, and I don't know what it was, we just wanted to try something different for a year and I think that happens with a lot of entrepreneurs. So, my 4th year we decided to join a different mastermind. Great guy. Great mastermind. A little unorganized, but great guy. Great mastermind. But they're all about direct to consumer with funnels and Shopify, click funnels, all of those.

Travis Zigler [00:17:27]

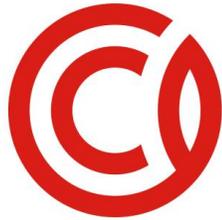
So, we actually met somebody at his mastermind and we hired him to do funnels for us and to do all that for Shopify and to build that out, Facebook ads and everything. Our sales actually shrunk that year revenue wise because we took our eyes off the prize of Amazon. Amazon was how we got there. And so we stopped focusing on how we got there and started focusing on everything else over here.

Travis Zigler [00:17:53]

And so, we actually went from \$3.6 to \$3.2 million. But our profit tanked because we invested so much in Shopify and when we did that, I think we lost \$150,000 that year on Shopify. And so, in December of that year, actually in November, I'll go back to November. We rejoined the Backroom, had a little talk with him, we almost sold our business for nothing because we were scared that year.

Ryan Moran [00:18:20]

Oh my goodness. I remember. Oh, I forgot. This was in Vegas right? And I was like, please don't sell your business. We were at Wolfgang Puck's, right? And I looked at Jenna and I was like Jenna, please don't. I think I even said I will buy your business before you sell it for what you wanted to sell it for.



Travis Zigler [00:18:40]

Yeah. We about sold it for nothing essentially because Shopify tanked it. Focusing on Shopify, I should say, tanked it. And so we literally got rid of that crew, that Shopify crew.

Ryan Moran [00:18:50]

I'm sorry, I feel so proud right now. I forgot about this story, and oh my goodness, I'm so glad this happened. I got one right. Sorry, please continue. I'm so happy right now.

Travis Zigler [00:19:00]

So, the funny thing about that was in December we let the team go for Shopify and we did nothing with Shopify the next year, and I took my internal team and I was like, we have 5 people. I said, we're going all in on Amazon again.

Ryan Moran [00:19:11]

Now hold on, you had spent all of 2019 building up this Shopify presence. And you lost 150 ... Your net was negative \$150,000. Your profit tanks. Your top line revenue drops by more than 10%. So, you went from \$3.6 to \$3.2. Your profit is in the toilet. Spent a year wasting this. November, December you fire this team and say, no more, and then?

Travis Zigler [00:19:42]

And then we did nothing with Shopify. We literally just kept it up, did no advertising ... We do some advertising on our blog but our blog goes to Amazon to buy. We focused all of our attention back on Amazon and our revenue went up by 20% and our profit went up by 10x.

Ryan Moran [00:20:01]

10x.

Travis Zigler [00:20:03]

In 2020.

Ryan Moran [00:20:03]

Now, what happened to your Shopify revenue?

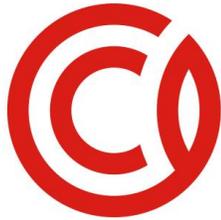
Travis Zigler [00:20:06]

Shopify went up.

Ryan Moran [00:20:08]

Shopify went up.

Travis Zigler [00:20:10]



Profit went up by \$300,000.

Ryan Moran [00:20:11]

Why?

Travis Zigler [00:20:13]

Because we refocused on what was working and we got the overflow going back to our Shopify store because we built our audience.

Ryan Moran [00:20:22]

I have nothing to add, ladies and gentlemen. You can drop the mic, yes. So, I went on a tangent, rant, fire talk today on a coaching call inside the Capitalism Incubator in which I told the members in there to have a primary and simple strategy that you can put all your eggs into. And that will carry you and create a halo into the other tactics, the other strategies, the other storefronts.

Ryan Moran [00:20:58]

I told the story about someone who was here at my house for a workshop and they were doing about \$40,000 dollars a month and they wanted to go from ... They wanted to cross their first million. And she was convinced in her mind that the way that she was going to build this business from \$40,000 to \$80,000 was by taking her focus away from Amazon and putting it on Shopify. Exactly what Travis Zig-Ziggle, Zig-Zizzle is talking about.

Travis Zigler [00:21:28]

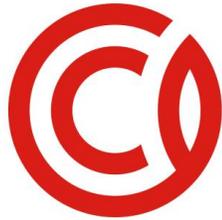
Hey, I just noticed that.

Ryan Moran [00:21:33]

We've got to check your eyesight, doctor. So, she takes her attention away from the thing that is driving sales and puts it on the thing that is doing zero and it took about 2 and a half days to get her to realize that the thing that she was missing was not another channel, it was diving deep into the customers who are already showing up in their business, doubling down on the channels that were already providing sales and revenue and profit and customers, going all in on that and then letting the spill over come to these other places.

Ryan Moran [00:22:04]

And by the way, some of you, myself included on my new brand Switch, Amazon won't be the primary play. Amazon will be the secondary play. So, having a great funnel with cold traffic advertising will be the primary play for Switch but as a result of running \$200,000 dollars a month on cold advertising at break even to acquire customers, we'll get tons of Amazon sales from people who will see us, look us up on Amazon, and buy.



Ryan Moran [00:22:37]

There must be a primary focus in which there is customer acquisition and letting the halo effect go elsewhere. Now, Travis, 2020, some things happened in the world. You were more focused on what you were doing. What happened in your business that year?

Travis Zigler [00:22:56]

Yeah, so, 2020 was a great year for us. We moved to Austin. You finally got me to Austin. He's been working on that since 2017. So, I actually live 10 miles away, and so I drove over to his house tonight. But that's not what you asked. So, 2020, we refocused on Amazon exclusively and we just focused.

Travis Zigler [00:23:19]

So, more products on Amazon. So, to shortcut our path for more products we actually bought a company. So, we bought another company that had 5 products that were in the eye space just like we are and we bought them May 1st and that literally helped us take off even more. So, what was happening is ...

Travis Zigler [00:23:39]

So, we run an Amazon ads agency as well, not my wife and I, but one of my friends from college and I, and one of the clients we were managing was having a cash flow problem. We'd scale his sales up a lot but then we'd run out of cash for inventory so we'd have to turn ads off. So, it was like this roller coaster that a lot of people ... Be going on. Trust me, once you guys start ramping up sales, cash becomes crunched. You feel like you're not profitable but you're profitable, you just don't have cash to order inventory and advertising.

Ryan Moran [00:24:05]

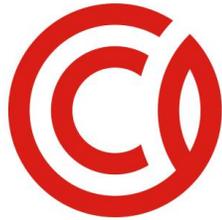
That's right. That's right. That's right.

Travis Zigler [00:24:06]

So that's where this guy comes in. Or actually I have to point the opposite way. There we go. There we go. So, we ended up buying this company and they were going from \$30,000 to \$60,000. We got them to \$90,000 one and then back down to \$30,000 and \$60,000.

Travis Zigler [00:24:21]

When we bought them May 1st, that month we did \$60,000. June we did \$90,000. Now we're doing about \$150,000 with that brand adding no new products. Just from getting inventory stabilized. Now, here's the fun part. We are still running into inventory problems with that company because we continue to scale their sales.



Travis Zigler [00:24:37]

And so, that's what we did. We were like, we could release these 5 products, or I could go over here and buy this company and have it like that. And so we bought the company with no money down. We actually didn't pay them cash at all. We gave them equity into our company because he's ...

Ryan Moran [00:24:52]

This is a share swap.

Travis Zigler [00:24:54]

Yeah. Just a share swap. And he's a doctor as well so he was kind of an ambassador for our company as well and he ended up winning in the end too.

Ryan Moran [00:25:04]

So, at what point ... You just closed when?

Travis Zigler [00:25:09]

June 1st.

Ryan Moran [00:25:10]

June 1st. Ladies and gentlemen, throw some hashtags in the chat box. Congratulations Dr. Travis Zig-Ziggle. We have another exit in the books. I'm so fucking proud of you, my friend. It has been so fun being part of this journey. Tell me why you sold.

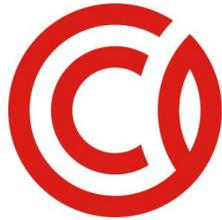
Travis Zigler [00:25:31]

Strategy. So, our goal in our business is to heal 1 million dry eye sufferers naturally which means we teach people natural ways to heal their dry eye because you don't need to use pharmaceuticals. You don't need to go down that whole rabbit hole. We got to \$100,000 but it took us 4 years. We wanted to step on the gas pedal.

Travis Zigler [00:25:53]

And so, you guys will probably get this too but we kept getting emails after email for hey, we'll buy your business, hey, we'll buy your business, hey, we'll buy your business. I always shot the same thing back to them. This is what my terms are. This is my EBITDA, this is my terms, and it all goes back to something you said that you are the hot girl at the dance. They want you more than you want them. Even though it may feel the opposite, it's not.

Travis Zigler [00:26:13]



And so, this is my terms, take it or leave it. And finally, 2 people said yes at the same time. And so we talked to both of them. We were actually leaning towards 1, and then the other one just made more sense. And that was back in September and 9 months later we closed with them.

Travis Zigler [00:26:36]

They are a bigger company than us in the same space. So, they're in eye care. They're going to help us reach our target demographic faster. And so, we're putting our foot on the gas more and we were at the point that we were kind of like, I don't want to do what we've done to grow anymore, so who can get us to the next level? And we started thinking about that who more and more.

Travis Zigler [00:27:00]

And the company that acquired us is that who. And that's why we're so excited about it because nothing changes, we're still part of the company, we're just part of a bigger company now and we're still in it to win it. It's still our company. Nothing has changed other than an exit.

Ryan Moran [00:27:17]

Except your bank account has changed.

Travis Zigler [00:27:19]

The bank account has changed.

Ryan Moran [00:27:20]

Slightly.

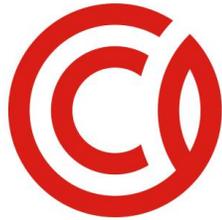
Travis Zigler [00:27:21]

Slightly, yes. It's been great. We're debt free now. That's been the most exciting part about the whole thing is we had lots of debt from student loans from optometry school, from everything. We're debt free now. That's probably the most exciting part because my wife is now free. She's free to worry about everything else in the world. So, I hope she's watching that. Sorry hun.

Travis Zigler [00:27:39]

But that was the biggest thing is it was a strategic move and we're 14 days in. You asked me about, what's the biggest stress right now? It's adjusting and it's figuring out where my role is, where my place is. But from what I've learned so far, they're a bigger company than us by a lot but it's no different. It's no different except what they've figured out is in order to grow and scale they need more whos. So, they just hire more people to take them where they need to go and they're not afraid to do it.

Travis Zigler [00:28:09]



Whereas when we're small, in that 0 to 1 million area, we're scared to do it. And one of the coolest things about this is cash is no longer an issue for us. So, I can spend more on advertising. We can over order inventory so we don't stock out in case we get fluctuations or something like that. And that's the importance of your Incubator and your Fund because if you can fund an early stage entrepreneur to not worry about cash anymore, it's huge.

Travis Zigler [00:28:38]

And you don't realize the impact and the power that that has until you're on the other side. And you never will unfortunately until you're on that other side. I'm on that other side now and I was like, if I would have known this before I would have taken off a lot faster and a lot sooner.

Ryan Moran [00:28:54]

Yes. Say more about that. What you wish you had known before you sold.

Travis Zigler [00:29:00]

So, the biggest thing was we met with one of their employees and I was like, can I raise our advertising budget? We spent about \$120,000 a month on advertising. And I was like can I raise that by another \$30,000? Another \$1,000 a day. And they're like, yeah, please do. And so what we did is we took our ROAS targets, return on ad spend, from about a 2 to a 1.5.

Travis Zigler [00:29:24]

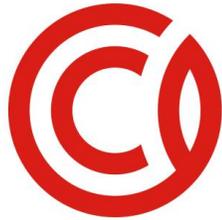
So, we're not getting as good of a return on it but whoever can pay the most to acquire a customer wins in this game. What's this done is we're only 10 days into this and we've already increased our Amazon by 12,000 for a week, per week, which is a lot over the course of a year and we're only 10 days into this and our website sales and our leads are all increasing now as a result of being able to put more money into all this. And so, all we're doing is putting more money into what's already working, lowering our ROAS targets and it's resulting ... It's paying off.

Ryan Moran [00:30:02]

So, that ability to just turn the dial up with more ad spend without you having to think in your head how much money is in the bank is what is starting to create incremental growth within a week of closing.

Travis Zigler [00:30:18]

Yeah, and that's because it's not my bank account anymore. And I respect the company's bank account of course but it's not my living. It's not what I'm using to live off of. So, again, that's where an investor comes in because if you bring an investor in to give you the capital that's needed, then stop worrying about those little things and you just start growing and you just start spending more to grow. And you'll experiment more and you'll have more fun.



Ryan Moran [00:30:45]

I tell this story in my book and in marketing headlines about how I took my company from a \$600 dollar investment to \$16 million dollars and I took no outside capital, didn't take on any investors, I don't even remember if we used any Amazon debt. We bootstrapped the whole thing and that's a cool story.

Ryan Moran [00:31:12]

But you know what I regret? That it was only \$600 dollars. If you can turn \$600 dollars into \$16 million, why didn't I put \$600,000 in? Now, I didn't have \$600,000 dollars back then but it would have been smart to find somebody who did. If I knew what I knew now that I could create more products, increase my ad spend, hire faster ...

Ryan Moran [00:31:44]

Now, of course whenever you ... There is the bladder rule of finance. The more money in the system the more pressure to piss it all away. But if I had known what I know now, I would have gone much more aggressive. I would have put much more money in. But we often hedge because we have this fear that the business's money is our money, we emotionally get attached to that, and so we don't do the things that move the levers of the business.

Ryan Moran [00:32:12]

But if you can detach from that you can move much, much faster. Travis, I tell this story selfishly any time I want to sell something but you tell it best, is the second time we even met.

Travis Zigler [00:32:29]

The second time we ever met?

Ryan Moran [00:32:30]

The second time we ever met. Because the first time we met we were at an event.

Travis Zigler [00:32:34]

I remember that.

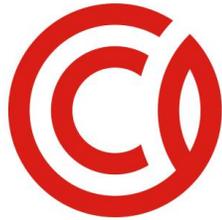
Ryan Moran [00:32:34]

And you said something along the lines of, we'll work together when we're ready.

Travis Zigler [00:32:42]

Oh. Was the second time ... That was here in Austin.

Ryan Moran [00:32:46]



It was at another event.

Travis Zigler [00:32:48]

Yeah. It was at your event I think. I don't know.

Ryan Moran [00:32:51]

Might have been.

Travis Zigler [00:32:51]

No, it was amazing. Yeah, okay, now I remember. Okay. Had to ... You had to really scrape off the neurons there. So, the first time I ever met Ryan and the funny thing is, this is part of a webinar I'm giving in a week so I should probably know this story really well. So, the first time we ever met was in Vegas and my wife grabs me. She's like, that's Ryan Moran. He's like a celebrity in this space.

Travis Zigler [00:33:17]

And I said ... No, no. He makes me feel like I can do anything. And I said, so go tell him that. She's like, I can't go talk to him. He's like a celebrity in this space. And I said, he's a person and I'm sure he'd love to hear that. So, we walked up and she said it to him and I think we talked for like an hour and you said something like hey, are you going to come to the Cap Con? Or what was it then? Freedom Fast Lane Live.

Travis Zigler [00:33:38]

And I said no, I'm not ready for that yet. And I left it at that. You said something like, you're always ready. And the next time I saw him was at the amazing event a year later or probably 9 months later here in Austin. And you're like, hey you should join the Backroom. I was only ... I was doing right at the threshold.

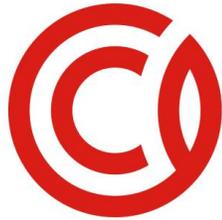
Ryan Moran [00:34:00]

Yeah. You were right at a million.

Travis Zigler [00:34:01]

And I was like, no, I'm not ready for that yet. And then I caught myself saying it again. And you're just like, how about you just come tonight and just check it out? And I went to the dinner that night and signed up for the Backroom and I've never looked back because whenever you think you're not ready for something, that is the discomfort saying that will make me uncomfortable so I need to pursue it.

Travis Zigler [00:34:29]



And the funny thing is, I actually had that experience here recently and every time I feel that now, I think of you and then I'm just like, yup, this is the right move.

Ryan Moran [00:34:38]

Oh, that's great.

Travis Zigler [00:34:40]

And another example of that was when my wife and I sold our 2 practices. I mean, we were doctors. We made \$250,000 dollars a year in salary, plus we owned the businesses so we got the business dividends as well. So, we made a significant amount of money being doctors but we were miserable with it.

Travis Zigler [00:34:56]

And it's not that we didn't like helping patients. That's what our whole life is about. It was we didn't like going in and seeing the patients and taking the time. And so the time that I felt that discomfort was when we sold our practices. And I was like, is this the right thing to do? Should we completely stop practicing? And it was just like, yeah, it's very uncomfortable so we need to do it and we've never looked back.

Ryan Moran [00:35:17]

That's awesome, man. It makes me so happy because I remember you said, no, I don't think we're ready for that. And then you said, crap, I think I said the same thing to you last year. And what was so beautiful about that was you caught it and ... You know that quote, if you believe you can or you believe you can't, you're right. Either one.

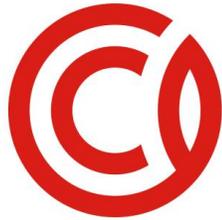
Ryan Moran [00:35:44]

And sometimes it takes a while for your beliefs to catch up with your intentions. But one of my best friends here in town is Brooke Castillo. Brooke Castillo, in case you're not familiar, was a life coach making \$400 grand a year, awesome, and then said, I want to make a million dollars. So, she changed her whole business, went from \$400,000 to a million dollars and then \$5 and then \$10 3 years later. Then \$17 4 years later. Then \$34. This year, \$50.

Ryan Moran [00:36:23]

\$50 million dollars as a life coach. And what I have gathered after spending and having many deep conversations with her is she has me convinced that the belief comes first. Not the how, not the who. The belief comes first. That is the first thing because if you don't believe it, if you don't believe it, then when you meet the person you'll say, I don't think I'm ready yet. You will deflect that.

Ryan Moran [00:36:58]



When the how comes, you will say, too good to be true. When the how comes, you will say, I don't think we're ready for that yet. But when you believe it and the how shows up, if you believe it and the who shows up, you will say, feels about right. Let's go. So, that is step 1. And I can only speak from my own experience because I spent 10 years obsessed with the how.

Ryan Moran [00:37:33]

I can tell you ... I've made a million dollars 5 different ways. I know every how, I love to reverse engineer how people made their money, and most of the time it doesn't make any sense. Logically, it doesn't make any sense. Yeah, you can connect the dots backwards but that person didn't know how it was going to unfold. Brooke told me once, you know how you know what the how is? When it's done. Did you know how you were going to sell your business for however much you sold it for?

Travis Zigler [00:38:10]

Can I say yes?

Ryan Moran [00:38:13]

Sure.

Travis Zigler [00:38:14]

So, the funny thing about that is when we started Heyedrate as a brand we always said let's grow this to sell to Johnson & Johnson, then Johnson & Johnson can plug it into their system and spread it throughout the US. And that's essentially what happened. It's not Johnson & Johnson. But it was a company exactly like what we always manifested. We always wanted it to be ... We stayed in the company because we still want to serve in the dry eye space.

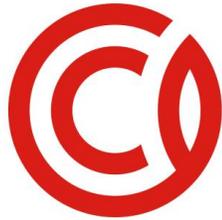
Travis Zigler [00:38:43]

We want a company that can help us expand faster because they already have the logistics. And that's exactly what came to us and we didn't go to them. They came to us. But I'd go to conventions, optometry conventions and we'd go up to all the pharmaceutical companies or the bigger companies than us and be like hey, when are you guys going to buy us? Hey, when are you guys going to buy us?

Travis Zigler [00:39:02]

Because everybody knew who we were because we're semi influencers on YouTube. We have about 50,000 subscribers and a lot of people in the industry watch us. And so, we'd always put the seed out there for everyone and then it finally came to us. So, the how, we always wanted it to work out the way it did but did we know it was actually going to do it? No.

Ryan Moran [00:39:23]



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— B E T H E C H A N G E —

You're probably asking yourself, how the heck do I do this? I want to get results like this. I want to go through those highs and lows and get the big payday and have an exciting business that I'm proud of. And if you're asking that question for yourself and you're wondering how you can get started building a business that you can scale and maybe sell one day, that's what we help people do in our program called the Capitalism Incubator.

Ryan Moran [00:39:47]

This is our Incubator where my team and I help you get clear on your vision and launch profitably and bring in resources and relationships to give you the foundation for a 7 figure business that you can sell. Travis is actively in there helping other people like you build brands that they can sell. This is not just some podunk place. These are people who are building brands that are at 7 figures, and they're ... Built businesses that several of our coaches had exits, including myself and we're now investing into the next generation of entrepreneurs who are building exciting businesses that create change and produce a lot of profit.

Ryan Moran [00:40:24]

You can find out more about what we do and decide if you're a fit for this over at [Capitalism.com/inc](https://Capitalism.com/inc) and you'll see a full video about how it works and how you can actually go along this process. And we might see you in a case study like this in a couple years when you get your big exit. I really hope that that's the case. They're some of my favorite conversations to have. See you next time. Take care.