



## **Lessons Learned Building & Selling A \$6M Brand w Drs. Travis & Jenna Zigler**

### **Transcript**

Chris [00:00:04]

Hey Capitalists. Did you miss the 2021 Capitalism Conference in Austin? That's alright. There's a talk we've been dying to share with you. Doctors Travis and Jenna Zigler have been in our orbit for years, attending our events, coming to Capitalism.com mastermind groups and workshop events for years now and it's been amazing to watch their success. In this talk from Cap Con 5, they share everything they've learned along the way building up and exiting their brand. Let's dive in.

Ryan Moran [00:00:38]

I'm proud to introduce the next presentation to you. Proud in a sense of I have worked alongside Travis and Jenna for 4 years, 5 years? 5 years. And when we met they were just at the very beginning of their journey looking at ... Basically what we're talking about. Well, when we get to that point, then we'll consider pushing the gas. When we get to this level, then we'll think about starting that foundation. When we get to this point, then we think we'll start ... And it was all that headspace that all of us are so familiar with.

Ryan Moran [00:01:15]

And we watched their transition over the last several years to go from what was an okay idea, something that was doing okay, to completely repositioning the business and finally breaking out, becoming a multimillion dollar business, having a multimillion dollar exit and partnering with a team that is growing it even faster than they were doing on their own.

Ryan Moran [00:01:38]

And so, the missing piece in the lineup after solidifying all of the headline speakers was the actual team that were practitioners in manufacturing the breakout of going from an okay business to breaking out into the high 7 figures and then having a financially rewarding exit. And both of them are fantastic teachers and very good at diving into exactly how they made that pivot. And so, I feel proud as somebody who's been rooting from the sideline to introduce you, Jenna and Travis Zigler.

Jenna Zigler [00:02:17]

Hi everybody.

Travis Zigler [00:02:18]



Alright. Well, I want to first start out by just expressing my gratitude for Ryan, number one, for inviting me to this event, and then you guys all being here. This is pretty great. And this is our first time speaking on stage in ... Ever. So, this is our first time getting up here. I decided ... Thank you. I actually decided to start speaking on stages 2 years ago, and something hit, like COVID or something, and kind of blew that out of the water. So, I've done a lot of virtual stages, so this is great being up here.

Travis Zigler [00:02:48]

But today, we're going to be going over 7 lessons learn ... 7. I don't know why I said 7. But lessons learned building ... Taking our struggling side hustle and building it into a multimillion dollar business and then selling it for a financially freeing exit. And we're going to talk about what financially freeing to each of you is going to be. And my goal is not to give you a bunch of to-dos, but I am going to put on some tactics that might simplify your business a little bit more and give you more headspace. And so that's kind of the goal of this talk.

Travis Zigler [00:03:17]

I want to briefly just cover who we are. We're both doctors. We're actually eye doctors and we started practicing a little while ago. We'll go into the story a little bit more. We founded a company called Eye Love. We did \$4 million in 2020. We're projected to do about \$6-7 million this year and we exited in June and we got really creative with our exit, so we're still running the company for the next 3 years as well. I'm also the CEO of Profitable Pineapple ads agency, hence the pineapples. And we do a lot of our mission work down in Jamaica, so that's the pineapple, too, even though they have more coconuts than pineapples. Pineapples are just more fun.

Jenna Zigler [00:03:47]

Yeah, so, our passion is really helping others and that's just in general. So, we love being up here helping all of you and talking to all of you. We love helping dry eye sufferers in our business. And so, that's really where our passion lies. And so, you're going to hear a little bit more about that as we go through our story. And then our super power is really ... It's audience building. So, we've done a lot of audience building for Eye Love, and then of course Amazon PPC is what Travis ... That's really his super power.

Travis Zigler [00:04:15]

And that's pretty much ... That was our business is we built an audience and we did Amazon PPC and we did that really well and that's all we focused on. And when we focus on everything else, that's when things got hard. That's when my to-do list was too long. But now, I don't work much anymore. It's pretty great. Don't tell that to my boss.

Travis Zigler [00:04:31]



So, we're going to take you through a brief timeline of just our life because it does apply to every lesson that we have and we're going to relate that lesson back to our life in some way. So, we're going to go all the way back to 2010 and that is us getting our doctorates and our goal in life was to make \$100,000 dollars a year, and that was the creme de la creme. That's what we thought we were going for, and when you get out of optometry school you only make \$60-70 thousand a year, if you didn't know that, and I realized that the only way I could make \$100,000 dollars a year was if I worked 70 hours a week, and I did it.

Travis Zigler [00:05:02]

And so, there we were. We were both working 70 hours a week. I was working from 7:30 AM to 5:30 PM. She's working 10:00 AM to 7:00 PM. So, you could imagine, we never saw each other and it was miserable. We weren't happy. We were in Ohio. And then we learned, we'll talk about this in lesson number 1, but the fastest way to freedom is owning your own business. And once that birdie gets implanted into an entrepreneur it just never goes away. That's what all of you guys are here for.

Jenna Zigler [00:05:27]

So, marrying him I never realized the entrepreneur that Travis was until about 2013, 2014, and that's when everything changed for us. So, we really did 3 things that you're not supposed to do all at the same time. So, we quit our jobs as optometrists working for his uncle and another doctor, we moved across the country, and we started 3 new businesses. So, we moved from Ohio to South Carolina to start 2 new optometry businesses and then we ended up starting Eye Love at the same time, just mostly because we were bored, or Travis was bored.

Travis Zigler [00:05:59]

Yeah, and I was even employed by my uncle, so I didn't have a bad job. It was a great job. Great opportunity. But it just wasn't fulfilling. And so, when we moved, I went from actually seeing 6 patients an hour to 1 because we had a brand new practice, so I was bored out of my mind and that's when we started the online business, and that's what set up the whole business online. So then, in 2016, we met this guy. Do you guys know him? A little bit, maybe? And he taught us, serve a person instead of selling pieces of plastic, essentially. That's kind of the whole motto, is serve a person.

Travis Zigler [00:06:28]

And so, we were selling sunglasses. We were a sunglass brand. We still sell sunglasses. We sold blue lockers. And then we sold reading glasses, but it wasn't fulfilling. We weren't serving a person. And then, we switched to a dry eye brand and that's when everything really took off was when we started serving that individual person, that dry eye sufferer.

Jenna Zigler [00:06:46]



Yeah, so in 2017 here we are, this is a great picture of Travis. This is his last day working as an optometrist, actually. We were running this \$2 million dollar company while also practicing full time, both of us. And I found out I was pregnant, and it was like, okay, we can't do everything anymore, something's got to give. And so we decided to retire from practicing. It was probably one of the hardest things that I've ever decided to do just because we were going into the unknown and that, to me, was terrifying.

Jenna Zigler [00:07:20]

But we went full on into Eye Love and never looked back, which was one of the best things we've ever done. 2017 was also a really hard year. We ran out of money. We had about \$100,000 dollars worth of sunglasses stuck in customs for months, so we had to reorder all of that inventory to be in stock for peak season. It was just disastrous. We were also in a large lawsuit with a pharmaceutical company, which is never any fun. So, 2017 was really ... It was a tough year, but it was an exciting year because we really got to start over, almost.

Travis Zigler [00:07:55]

Yeah, and then moving onto 2019, this is our son. That pretty much sums up 2019. It was a tough year and it was filled with the lowest of lows, and I hope none of you experience anything we experienced in 2019. We suffered our biggest loss in life. We about sold this business for nothing. And then we also suffered our biggest loss financially. And then we actually ended up moving from South Carolina back to Ohio during that time, and we realized that was a big mistake, and Austin drew us in. So, then we finally moved here in January of 2020, and then here we are today.

Jenna Zigler [00:08:27]

Yeah, so, today, 2021, we go on 2-3 eyecare mission trips a year, COVID aside. Hopefully we'll get back into that. We exited our business in June for multi 7 figures and we'll talk a little bit more about that moving forward. We are staying on for 3 more years with this company. This company is really ... It's a great chance for our brand to get into way more hands than could ever be possible with just us, and so we're going to talk a little bit about that. And then we also ... He runs an Amazon PPC agency with 2 of his best friends, so that's pretty fun.

Travis Zigler [00:09:05]

So, we're going to go over our 5 biggest lessons learned from masterminds, conferences, books, and more. And you don't understand the power that you guys are sitting in. If this is your first conference you've ever been to, congratulations. You probably picked one of the best ones. But there are people around here that will invest in your company. There are people that if you have money, you can invest with them. And there are people that if you want to run their Amazon agency or you want to run their Amazon business for you, you can come talk to me.



Travis Zigler [00:09:30]

Don't talk to Brett. Don't talk to Jeff. Come talk to me. No, I'm just kidding. They're great guys too so, there's somebody in this room to take you to that next level so don't be afraid to talk to everybody because this is where the magic happens, is the table that you're sitting at. It's not the people on stage. You'll learn, you'll get your to-do list, but it's the people you're surrounding yourself with right now. It's the dinners. It's the drinks. That's where you're going to make the magic. So, I hope we can inspire you, but the relationships is where the magic really happens in these rooms.

Jenna Zigler [00:09:56]

Yeah. So, we're going to go through 5 secrets today. The 1st one is the true path to freedom and finding that for you. The 2nd one is what is your why? Really dialing in that why in your business is going to get you through a lot of adversity that could come your way. Secret number 3 is finding the customer that you want to serve and then going out and serving them and giving them what they want. Secret number 4 is how to scale beyond \$1 million dollars. And then secret number 5 is how much profit do you have? And really figuring out how much profit you have in your business and then being able to know what to do with that.

Travis Zigler [00:10:32]

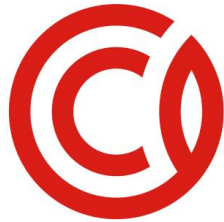
Yeah. And if we have time, we'll do some bonuses ones too. So, how many of you guys read over 50 books a year? Raise your hand. Anybody? Over 50. So, I love it when people are always bragging about how many books they read, and I do, I read 50 books a year. But one key thing that I do, and I don't think a lot of people do this, is I read the same books over every January, and I use a different color highlighter if it's a paperback or I'll listen to it in an audible form or Kindle, or I'll do both audible and read it at the same time because then you get both at the same time and it helps you memorize it even more.

Travis Zigler [00:11:07]

And so, I always encourage you that if you have books, and it makes an impact on you, to read it every single year and implement it. Don't just read them, don't just consume. Implement. And so, we're going to go through a couple books and a couple ideas that we've got that I read every single year. So, the first one is secret number 1. So, the true path to freedom, I'm sure you guys will all get this because this is the book to freedom, but has anybody seen this before? Yeah. Yeah. Cash flow quadrant.

Travis Zigler [00:11:36]

So, this is our life in a nutshell and this is what we're all aspiring to be is that BNI category. And so, when we were working in Columbus, Ohio, we were working for my uncle and working for another doctor, and that was the e-category. I traded my time for dollars. I learned that if I



worked 70 hours per week, I'd make \$100,000 dollar a year. But if I worked 40 hours a week, I'd make \$60,000 dollars a year. It just didn't compute to me.

Travis Zigler [00:11:59]

So, you have no leverage at all, no leverage. So then we moved to South Carolina and we bought our practices. So, we owned a job instead of had a job but it's still the same thing. We made more money. We went from making \$200,000 a year combined to now making \$300,000 a year combined, but we still owned the job. And so, when we were there, we made money. When we weren't there, we didn't make money.

Travis Zigler [00:12:22]

But then Eye Love came into the picture and that's our online business. So, we realized that we couldn't ... What we did is we woke up in the morning, we worked on Eye Love, we went to practice, then we came home and worked on it. What I realized was we couldn't leverage ourselves anymore, so we made our first hires. So then we started moving into that B category where we're building this team out. We started out with a couple Filipinos and then we started building an American team.

Travis Zigler [00:12:47]

And now, we just have a strictly American team now. Nothing against Filipino VAs or anything, but we just found an American for our dry eye space, it resonated better. And then we were leveraging people. So, right now, we could take a week off and the agency runs fine because we have a great time, and Eye Love runs fine because we have a great team. Will it grow? I don't know. Yeah, I think it would. But we just don't know for sure.

Travis Zigler [00:13:10]

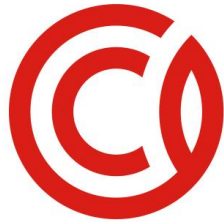
And then once we had our exit, we started investing in it. So, now we're moving into the I category where money works for us. So, has anybody not read Rich Dad Poor Dad? Raise your hand. You have not? Alright. You're getting a copy. There you go.

Jenna Zigler [00:13:25]

I remember seeing this quadrant for the first time and being blown away. Literally, I went to school for 8 years to be an optometrist and I'm still in the E category. That almost made me mad, but it lit a fire in me to do something different with my life and that's where Eye Love came in, and everything that we've done in the last 5 or 6 years.

Jenna Zigler [00:13:47]

So, action items, really remember why you started this in the first place. So, I know this doesn't seem like it goes with the cashflow quadrant at all but it really does. So, did you start this for ... Did you start it for extra money? Did you start it for the freedom that this business is going to



give you? Did you start it for the impact? I think at first we started for the money. We wanted \$1000 extra dollars a month to be able to go on eyecare mission trips and it became so much more as we moved into focusing on impact.

Jenna Zigler [00:14:19]

And so, remember why you started the business in the first place and then write that down on your mirror so that you see it every single way. Put your why, put your vision on your mirror so that you're looking at it every day.

Travis Zigler [00:14:32]

Yeah, we have a vision board of each of us on our mirror and the Jamaican flag is right in the middle of it because that's where we do most of our mission work is in Jamaica. Every October we go there. And then we had our debt, our student loan debt, on there until June of this year, and now the student loan debt is off the mirror so that was an exciting moment of our life. Rich Dad Poor Dad.

Jenna Zigler [00:14:52]

There you go, yeah. So, secret number 2 is what is your why. So, this is one of my favorite lessons and one of my favorite books. So, we had a mentor that told us that you're either going into a storm, you're in a storm, or you're coming out of one and ...

Travis Zigler [00:15:10]

He is in a permanent storm for the rest of his life, of course.

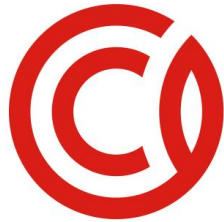
Jenna Zigler [00:15:13]

Yes. But aside from that, if you think about the things that have happened in your life both personally and in business, you can think about those times when, okay, I was going into a storm and I didn't know it, or I was definitely in a storm, or I'm finally coming out of one. And the reason that I say that to you is because it is so important to know your why, why you do what you do, because it's something that you can focus on in times of adversity.

Jenna Zigler [00:15:39]

And so, our why is basically we believe that everyone deserves great vision. So, 1 billion people in this world are functionally blind because they don't have access to glasses and proper eyecare. And so, we take the profits from our company to provide healthcare for people that cannot afford it and cannot access it. Jamaica and the US are the main places that we do this, but it could really be anywhere. So, we're going to show you a little video here about ... It's basically one of our mission trips. It's our why.

Travis Zigler [00:16:17]



So, you guys kind of get the idea of what that is and that's pretty much what our clinics look like. There's usually ... We serve about 2-3 thousand people a week and we give them glasses and it creates a whole economy. And it just builds up the Jamaican economy or wherever we are. And I just want to tell a brief story about this.

Travis Zigler [00:16:33]

We celebrated 12 years of doing that now, and we were in the .. We go to Sandals Resorts. Sandals Foundation helps put us up and one of the managers at the Sandals Resort comes in and he's a 25 year old, he leads this Sandals Resort. And he said because you guys came to my village when I was 12 years old, I was in trouble all the time, I was into drugs, and then you guys gave me glasses and I excelled in school after that.

Travis Zigler [00:16:58]

So, that's the impact that we have when we go to these little villages because these people can't afford eye care. Eyecare in Jamaica is almost more expensive than it is here in the US and so we give people hope by giving them glasses. So that's our why. We started that impact back in 2006 when we went on our first mission trip and that's when everything changed in our lives.

Jenna Zigler [00:17:17]

Yeah, so it's important to know your why and to have that why and to focus on it. It's also important to have a vision for your company and where you want it to go. And so, in Eye Love, we know that we want to help a million dry eye sufferers. We want to help them heal their dry eyes naturally, and we believe we can do this by ... Well, get to it by 2030. So, this is really ... This is what we focus on in Eye Love. And it's so important to put this vision out into the world, really. You don't want to keep it to yourself. You want people to know what you're working towards.

Jenna Zigler [00:17:52]

So, go to the next one, yeah. So, in addition to having your vision for your company, there are a couple things that you want to focus on. So, you want to focus on how you do this. So, you want to focus on the products that you sell. We focus on our community as well, so our Facebook community is about 16,000 people. The Dry Eye Syndrome Support Community, and it's been a huge asset to everything that we've built.

Jenna Zigler [00:18:18]

We talk about our foundation, so our private foundation where all of our profits go into and helps fund these mission trips. We talk about the team that we have and how that team is an asset to our business. We talk about our communication with the customer, how we talk to the customer.





And then marketing as well, and how we're going to market to people and bring more people into our ecosystem.

Travis Zigler [00:18:40]

So, then on top of the how, we also get ... We get personal in the mission. So, we want you to feel like you can relate to us and when people meet us in real life from our community, they feel like they know us. They ask us about our kids. And I do the same thing in our agency side, too. I have a YouTube channel on there, and people come up to me at these events and they're just like, how is so-and-so? And it's just like, how do you know that? And it's like, oh, I watch your channel all the time.

Travis Zigler [00:19:01]

And so, getting personal with your vision of your company is going to help people get alongside you along with the mission. And so, our 3 kids are our inspiration. And I know that sounds cheesy but each kid has done something that's inspired us to change our life in some way. And it starts with our oldest, Jude. Jude actually started out ... We were told we couldn't have kids, and we tried everything under the Western medicine sun except for IVF.

Travis Zigler [00:19:26]

We were told that, just flat, they said that you can't have kids. If you try IVF, you have a 10% chance. And we're like, well ... The day of our IVF appointment, I pretty much said, we're not doing this, let's explore other options. So, we went the Eastern medicine route and we were pregnant in 3 months. So, 3 years in Western medicine. 3 months Eastern medicine. We're Western medicine trained doctors, so you can imagine what this did to our belief, and it shook us to our core.

Travis Zigler [00:19:51]

And so, I'm practicing seeing these patients and I'm like, I don't even believe what I'm doing anymore because I can teach somebody, instead of giving them an eye drop for dry eye, I can teach them a healthy lifestyle and exercising and stressing less, and doing little tiny things that can make a huge difference. So, we started putting people through ... We wrote a book called Rethinking Dry Eye Treatment. It's all about that journey that we went on. And then we have a bootcamp called the Dry Eye Bootcamp Challenge. It's absolutely free and it teaches people natural living and it's simple stuff. It's like, drink more water.

Travis Zigler [00:20:21]

And we've sent thousands if not tens of thousands of people through this with amazing results. We have ... There's an OSDI score. It's an ocular surface disease index. It's just what they use in dry eye studies. Our bootcamp is more effective than almost any prescription drop out there. And so, it's just a change in mindset.



Travis Zigler [00:20:38]

So, Jude was the inspiration behind that. It was just kind of like, wait, if we got pregnant in 3 months from Eastern medicine, how could we not do this for dry eye? And so we did, and it changed our whole business trajectory as a result.

Jenna Zigler [00:20:50]

It shows that you can find inspiration anywhere, really.

Travis Zigler [00:20:53]

And then Bodie is our son that we unfortunately lost in 2019. That was kind of that lowest of low. He had Trisomy 18, Edward's Syndrome. Most of you guys have probably never heard of it because it's just a little bit more severe a form of Down's Syndrome and they usually don't live past the age of 9. And so, we lost him in 2019. And 2019 was a tough year. That was when we about sold our business, then we lost Bodie, we lost our entire life savings to that point to a bad investment.

Travis Zigler [00:21:19]

And there was just a lot coming down on us. And I remember talking to Ryan and we were in our car and Ryan was on the phone and he talked us through everything we were going through. We were running 6 businesses at the time and he's just like, just get rid of everything you don't want to do anymore. Just get rid of it. And so we did, we just stopped 4 businesses just right there. We made a choice that night and focused on the agency and Eye Love, and the amazing thing is everything took off from there. So, Bodie is our constant reminder, don't focus on anything that you're not passionate about.

Jenna Zigler [00:21:48]

Yeah, do what you love.

Travis Zigler [00:21:50]

Because life is way too short. And we witnessed it. We held him and let him go. So, it was the hardest thing we've ever had to do, but it's a constant reminder as well. And then Silas is here as a result, and he's 6 months old and right over there. And then our core values. So, still on the vision part, and you want to talk about how you're going to get there, get personal with it and then we're going to do core values. So, why are you here? What do you live for? And everything that you ... Every choice you make, you can go back to this core value set, and you can copy mine if you want. I don't think I made these. I think I copied these too.

Travis Zigler [00:22:24]



But every decision we do is based on this. So, integrity first. Make sure you're doing what is right even when no one is looking. That's kind of key. Integrity is everything in this business. Service before self. Make sure you're taking care of the customer, the patient, the other person on the other side before ever thinking selfish thoughts about yourself. Focusing on the impact instead of that freedom and money. Freedom and money is more of a selfish thing. It's great. Trust me, it's great. But impact is where you really get free. That's the key.

Travis Zigler [00:22:55]

And then excellence in all we do, don't do anything half-assed. I mean, make a good product. Come out with great products, don't just come out with something just to come out with something. And then finally, people over profits. If a person asks for a refund, just give it to them. You're going to get a lot more of a headache if you don't give it to them and push back and push back on that. So, just always focus on the person that's on the other side. Imagine if you were trying to return something and they're giving you crap back. It's not fun. So, make sure you're focusing on the person and not just the profits of your business. So, does anybody not have a vision for their company? Everybody's got a vision in here? It's okay to raise your hand. I mean, we didn't forever. Alright.

Jenna Zigler [00:23:38]

We're going to talk about, really, you might wonder why you need a why, and really we talked about it a little bit already. Adversity is going to come your way. We've had a ton of things happen in our business and in our personal life, and if we didn't have a why to focus on, we wouldn't be standing on this stage right now. We wouldn't be in the position that we're in. So, having so much money stuck in inventory, lawsuit with big pharma, we have had failed product launch after failed product launch, and finally we had one product that hit really, really well.

Travis Zigler [00:24:08]

The 25th product.

Jenna Zigler [00:24:09]

Yeah, it was about our 25th product. We invested a ton in Shopify in 2019 and just lost a ton of money. We lost our son. All of those things are things that can happen, and if you don't have a why, then you're never going to be able to get through it and come out better on the other side.

Travis Zigler [00:24:26]

And that's the importance of having that team built out because when something like losing your son happens or losing everything, you don't want to think. You don't even want to do anything. And having that team in place to come up and lift you up and support you is just ... It's huge. So, I do have a book for this one too. So, if you like help writing your why ...



Jenna Zigler [00:24:45]

Has anyone not read Vivid Vision? Anybody that wants it can come get it.

Travis Zigler [00:24:50]

Come get it. Yeah, anybody. Yeah, you got it.

Jenna Zigler [00:24:52]

So, your action items for this are to write up your vivid vision and then post it for the world to see, so don't keep it to yourself. Put it on your website. Ours is on our website. We share it with all of our customers, all of our wholesale adaptors.

Travis Zigler [00:25:04]

And then yeah, we saw him speak in 2016 or '17 on this stage, and that was very ... It changed our business forever. So, secret number 3 is find the customers you want to serve. Now, we moved to South Carolina to start a new practice and we wanted to do pediatrics. We loved kids. We thought that's what we're destined to do. And so we're like, we're going to start this pediatric practice. It's going to be great. AND then all we saw were elderly African American women. And I was just like, okay. This isn't what we had planned.

Travis Zigler [00:25:34]

And unfortunately in the area that we lived in, there was a lot of glaucoma, a lot of diabetes, and a lot of dry eye. So, it shifted our pediatric focus to then be a dry eye focus. So, we became this dry eye practice just by happenstance but we ended up loving it because when you can solve dry eye for somebody, a lot of you guys probably don't have it in this room, but if you can solve it, it's mostly post-menopausal females, but when you solve it for somebody, it's a game changer. They can get back to their life. They can drive again. They can read again.

Travis Zigler [00:26:04]

And so, it's so beneficial. And it hooks you. Once you have a dry eye sufferer that you've ... I mean, we've done tens of thousands now and it never gets old to get the testimonials. And I remember we were selling all these products off our shelf and they were eyelid wipes, eyelid cleansers, eye drops, and I was at the Tribe summit in 2017 and Dr. Steven Kerbel was on stage and getting drilled by Ryan and a bunch of panelists. And they're like, you're the expert, why are you selling other people's products and not your own?

Travis Zigler [00:26:36]

And I was just like, oh my gosh. Lightbulb moment went off and I was like, that's it. Everything on that shelf is going to be our brand by the end of the year. It took 5 years. No, more like 3 years. It took a little longer than we thought. So then we decided to start really focusing on building up this dry eye side of our business. So, we started a Facebook group.



Jenna Zigler [00:26:57]  
Riches are in the niches, right?

Travis Zigler [00:26:59]  
Riches are in the niches, yes. So, Facebook group for dry eye and this is the last time I'll poke fun of Ryan for this, but Ryan said that is the stupidest idea I have ever heard. And I was just like, I don't know, I think there's something there. So, we just started it and there was nobody in it, and we went live every single week and nobody showed up. Nobody showed up, nobody asked questions, but we were in there live and just engaging with ourselves essentially. And after 6 months to a year, Facebook started showing us at the top of the search results.

Travis Zigler [00:27:30]  
So, if you go to Facebook, type in dry eyes, we're the top one. And so, people were just joining it organically. And then they started suggesting it to people. And so now we're up to 16,000 dry eye sufferers naturally, organically.

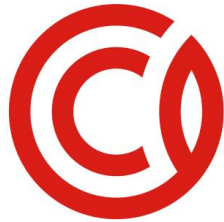
Jenna Zigler [00:27:42]  
And we really don't do anything, much of anything anymore. Everybody that's in there is providing the content for us. So they're like, this worked for me.

Travis Zigler [00:27:51]  
We're actually not allowed to do anything.

Jenna Zigler [00:27:53]  
With our sale, we can't really do anything anymore. But everybody is already in there. It's running itself essentially.

Travis Zigler [00:27:59]  
So, here's the value of a group. The group, you can ask questions to. I loved what she said, what was it? Tushy is ... I was like, that's genius. You can get what your group is about, you can get ideas. So, whenever we're going to come out with a new product, we ask them first. What would you guys need most? And the funny thing is, somebody came in one day and this is actually to our practice, not came into the Facebook group, but somebody came into our practice one day and was like, this spray that you've been prescribing for me called Avenova is \$300 dollars a month now.

Travis Zigler [00:28:30]  
It went from \$30 dollars a month to \$300 dollars a month, and she goes, you're the entrepreneur, fix this. And I was like, okay. I'll see what I can do. So, I started looking up



manufacturers and I found one, got on the phone with him 3 days later, never done private label before, but he's like, yeah, let's give it a chance. His product is the most superior product on the market. We've done testing all over of every single product in our category, and our product is the most superior because this manufacturer has a patented process.

Travis Zigler [00:28:58]

And it was the birth of our hero product, that 25th product that finally hit it big, that we're now selling 200 sales a day of and it continues to increase to this day. And that's a picture of it. And all you do is spray it on your eyelids. That's it. And it's highly effective but it was all because our competitor raised our prices and I listened to my customer, and that was it. So, getting that audience, they're going to tell you what to come out with next. It's really, it's super simple.

Travis Zigler [00:29:25]

So, the action items for this one is find the customer that you want to serve, go to where they are, and then serve them. Now, does anybody know anybody that talks about this a lot? No? Yeah?

Jenna Zigler [00:29:37]

Ryan definitely does.

Travis Zigler [00:29:37]

So, I still read this book every single January even though it's only been out a year. There's a YouTube video ... So, there's a YouTube video that is exactly his book presented on stage and I used to listen to it every single month because it is that inspirational and it made me focus on 4 products selling 25 a day at a \$30 dollar price point. And it's so simple but we get distracted by all this other stuff. And when you just focus back in on that, your business will take off. So, I actually have ... Has anybody not ready this book?

Jenna Zigler [00:30:12]

Has anyone not read this book?

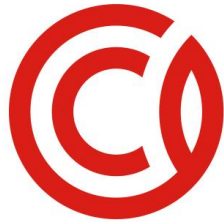
Travis Zigler [00:30:13]

You can admit it. He's not watching. He's somewhere over there. So, we have a special version of this book because he said he's only signed a handful of them and you're going to get an autographed copy. You can come up. No, she's got it. Yeah, you. Yeah, hello. Come up.

Speaker [00:30:29]

I feel lucky.

Travis Zigler [00:30:30]



Yeah. You raised your hand first, so, there you go.

Speaker [00:30:32]

The first time not reading something paid off.

Travis Zigler [00:30:35]

There you go. You might be in trouble by Ryan later on, but ... Actually, I am going to skip this because just for time's sake just so we can get through everything. So, secret number 4 is how to scale to \$1 million and beyond. So, that hardest thing is scaling to a million. Learning to sell is one of the hardest things. I mean, how many of you guys are under a million? It's okay to admit that. I was under a million for a while. Yeah. It's okay.

Travis Zigler [00:31:01]

This is the hardest part. It's also the most fun part. You're in the grind. The grind is the most fun. If you ask any of these people that have sold for 8, 9, 7 figures, the grind, right at the beginning, was the most fun. I know you're back in it and you're having fun in it again. So, see the previous secret. Go back to number 3. That is how you sell. You serve somebody. And then sales just come naturally. That's all you have to worry about is serving somebody. And learning to sell, once you have it down, it's easy to replicate it.

Jenna Zigler [00:31:35]

As you can see, repeat the sales process over and over and over and over again with different products. Keep coming out with things that are working and listen to your customer.

Travis Zigler [00:31:48]

Yeah and just repeat.

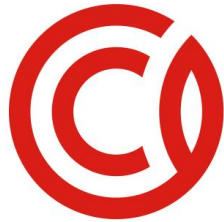
Jenna Zigler [00:31:50]

Alright, so the next thing to do to scale beyond \$1 million dollars is to hire for a specific purpose. So, don't just hire anyone. When we started hiring for a specific purpose, that's when our business really took off and it really gave us the freedom to not be in our business so much all the time. So, if we needed a customer service manager, we went out and hired her. We hired somebody to manage all of our wholesale doctors and all of our marketing.

Jenna Zigler [00:32:16]

And then don't just hire them but have key performance indicators for them that they need to meet every week, every month. Know what numbers they need to hit. Make sure they know the numbers that they need to hit, and that's going to help your business excel.

Travis Zigler [00:32:29]



Yeah. And just having very few numbers really helps with that. Purchasing another brand is actually huge. So, we were managing somebody inside the agency and it was an eyecare brand. It had different products than we sold, so it wasn't a conflict of interest. And they were on a yo-yo, so they kept running out of cash. So, we'd order a bunch of inventory because we were scaling up, and then we'd run out of cash for marketing so we'd fall back down. So we were going up to \$100,000 a month, back down to \$30, up to \$50, down to \$40, and it was just this constant roller coaster.

Travis Zigler [00:32:59]

And so, we saw the opportunity there and we bought them with zero money down. We gave them equity into Eye Love, took over all their products, infused them with cash, got them up to \$150,000 a month by just making them stable. And now I think they're doing \$200,000 a month or something like that. We're getting ready to roll out even more products for that category. But it was in our space, some products competed but it just needed some cash.

Travis Zigler [00:33:22]

So, find another brand in your niche that might be struggling because when you're scaling, you need cash and it's that simple. And that's why we have 2 SBA loans as a result of that. And then focus on what got you there in the first place. Don't get distracted. There are so many things that you can be doing for your business but when you focus on what got you there in the first place, where you've learned how to sell, stick with it.

Travis Zigler [00:33:45]

We got distracted and went from ... We started focusing on Shopify because we wanted to diversify in case Amazon suspended us. Amazon has suspended us. They've suspended 40 of our products. It happens. And it's not that bad, it's really not that bad. But we focused on Shopify one year and we had no profit that year. It was pretty awful.

Jenna Zigler [00:34:00]

Yeah, I mean, we took our focus off of what we do best, and our business started tanking and there's a slide here that shows in 2019 how our revenue dropped when we focused on Shopify, and then the next year we took it back, fired that person that was helping us out with that, and we refocused back on Amazon. Amazon grew, Shopify grew, everything grew.

Travis Zigler [00:34:24]

And we weren't focusing on Shopify anymore and it grew. So, 2019 was ironically also ... Ryan's going to love this. The year that we actually left the Backroom. So, we were in the Backroom from 2016 and we're still in it now. In 2019 was the only year we left the Backroom and we joined another mastermind and it was just funny because it's just coincidentally, or not coincidentally, Ryan's good with mindset.





Jenna Zigler [00:34:48]

And then the last way that we have, I believe it's the last way, to scale beyond \$1 million dollars and even past \$10 million dollars and beyond is to make a strategic sale to a competitor to expand your distribution. So, that's exactly what we did when we sold in June. So, in 2020, I believe, we made the Inc. 5000 list and during that time, we were getting so many emails from different people that were interested in purchasing Eye Love.

Jenna Zigler [00:35:19]

And we really ... We came up with terms for what we wanted, what we wanted to sell for, we wanted to still be a part of the business at least for a couple years, we're the face of the business so it's our baby and we weren't ready to give it up yet. But we knew exactly what we wanted. And so Travis just had an email template that he would send back to everyone, and so many people we never heard from again. But there were 2 that came back and said sure, we can probably make that deal work. And so we talked to both of them, ultimately ended up going with a company that has a ton of doctor distribution, so they are direct to doctors.

Jenna Zigler [00:35:57]

And that's something that we are weak in. So, now we have a whole doctor network that we can bring our products to. So, that's incredibly exciting moving forward and it's really going to help expand our brand.

Travis Zigler [00:36:10]

Yeah, they have multi thousands of doctors that they're in, and we're in 60. So, big difference. We're a direct to consumer Amazon brand and they don't do any of that, so we're taking over all of that for them and their 7 brands and growing portfolio. And then they're taking on the wholesale side which is a big headache off our plate. But the strategic side of ... We wanted to stay on, and so we're staying on for another 3 years and we're going to have some more payouts in the future. We actually got our 2nd payout yesterday which was a surprise. It was just like hey, here's a 2nd payout because we sold a little bit. And I was like, okay, cool, yeah, we'll take that.

Jenna Zigler [00:36:44]

So, your action items are to replicate the sales process that got you to where you are. So, you have a book for this, right?

Travis Zigler [00:36:52]

I do. Has anybody read Ready, Fire, Aim by Michael Masterson? Has anybody not read it? Yeah, you want it? Yeah, she wants it. So, come on. This talks about going from 0 to 1, 1 to 10, 10 to 50, and 50 to 100. So, if you haven't ... This was actually gifted by Ryan to me 5 years



ago. And that's not my book. You don't want my book, it's filled with highlights and everything. Yeah, you're welcome.

Jenna Zigler [00:37:17]

And then secret number 5 is how much profit do you have. So, we've already talked about how our business has struggled in the past with money and having enough money to move forward. We've almost run out of money 2 times. But the thing that really, I believe, that saved our business as far as money goes is following a profit first money management system. And so, we switched our business in 2019, I believe, to a profit first money management, and it's basically the envelope model if you've ever read anything by Dave Ramsey.

Jenna Zigler [00:37:52]

And the envelope model says you get all your money into one bank account, we used our Amazon bank account because that was the easiest one, whatever was tied to Amazon, every 2 weeks and then we distribute it out into these envelopes which are bank accounts. And it's really been ... It's been a turning point for our business. We have all these ...

Travis Zigler [00:38:11]

Helps you make strategic decisions on everything you're doing.

Jenna Zigler [00:38:14]

Exactly. So, profit first, you take your profit first. So, the goal as you see up here, the goals are to the right. The goal is, what, 10% profit I believe? We started ...

Travis Zigler [00:38:26]

15%.

Jenna Zigler [00:38:26]

You start at 1%. You don't start at 15% or 10%. And then you move up from there. But the idea is that if you take your profit first then it's going to ... Oh, you can't see. If you take your profit first then it's just going to snowball from there so he can kind of walk you through kind of how we do it.

Travis Zigler [00:38:45]

Yeah, so it comes into the main bank account every single 2 weeks and then we literally have all of these bank accounts. So, profit first, like she just talked about, we were at 6% when we sold. We didn't even get close to 15%. 4% for owner's comp, that's paying yourself. That might start out at 1% too and that's okay. Tax man, don't forget the tax man. Don't ever, don't ever go into that account. Taxes, that account, you want it because then when you get that \$50,000, \$100,000, \$600,000 dollar bill ...



Jenna Zigler [00:39:11]  
You just write it.

Travis Zigler [00:39:12]  
It's there and you just write it and you don't fret it. It's just there and you already planned for it. Finally, the 2 key ones are the OPEX, the operating expense, and the inventory one. The inventory one is not discussed in the book that I'll give away here soon, but the inventory one is something that was very helpful for us. We separated out how much we were spending in inventory because whenever that inventory became excess so we had more than we needed in that inventory count, that's when we released a new product.

Travis Zigler [00:39:37]  
But we never released a new product unless we had more money than we needed in that inventory account because you don't want to hinder the products that you have if you can't support the products that you have. So, always focus on the products that you have and building those up. And then of course if you want to do charity, that's our charity if you want to donate to us, but Eye Love Cares foundation and we always donated 1% to that as well.

Travis Zigler [00:39:58]  
So, where it's yellow, our credit cards were over our OPEX and so we have to look at marketing, we have to look at how much we're paying our team, we have to look at bonuses, we have to look at everything and figure out why we're not hitting our number. And so, when that happens, figure it out and you can diagnose it instead of waiting until the end of the year and be like, where'd all my cash go? That's pretty common.

Jenna Zigler [00:40:16]  
Yeah, so, your action item for this is to switch your business to a profit first money management system. So if you haven't read Profit First, somebody can come up here and get a copy. Yeah.

Travis Zigler [00:40:28]  
And if you haven't read Mike Michalowicz's books, they're fantastic.

Jenna Zigler [00:40:31]  
And we only have ...

Travis Zigler [00:40:33]  
So, we got 6 minutes left so we're going to go speed round. That was the 5 ... So, we have a couple bonuses that we put on here. We have 6 minutes so we're going to try to squeeze through them. The bonuses, know what you need and why. This is just knowing your number. I



always ask, what do you want to sell for? I want to sell for \$10 million. I want to sell for \$100 million. Why? Why do you want to sell for that much?

Travis Zigler [00:40:50]

And you never ... Nobody ever has a good answer but if you have it, that's great. So, this is an exercise that we did. And it's from a book as well, and it's called the financial dreams calculator, and essentially, in dream number 1, you're covering your basic needs. So, what do you need for your home mortgage, your utilities, your food, your transportation, your savings and insurance, and then your total amount that you need per month? And so, if you guys want this spreadsheet, email me at the end and I'll give it to you.

Jenna Zigler [00:41:15]

And this is passive income. This is what you want to be making in passive income so that you don't have to be working to fund your lifestyle, basically.

Travis Zigler [00:41:23]

So, yeah, you figure out what you're paying now and what you need passively making 10%-ish just to be conservative to hit that number every year, and then you have your dream scenario on the right. And so, this is just your basic necessities. Yes, we save a lot of money. Savings and insurance, if you've never done cash flow banking, it's one of the best things you can do. Go talk to Sam Prentice. I think he does it.

Travis Zigler [00:41:44]

But cash flow banking, it's huge. We've been doing it for 8 years now and it's built up our emergency fund personally and no creditors can touch it. Nobody can sue you to touch it as well. And then after you figure that out, you come out of the next step and you have some indulgences here.

Jenna Zigler [00:41:59]

You get a little more extravagant with each step.

Travis Zigler [00:42:00]

I bought these pants and they were \$150 dollars and I've never spent over \$100 dollars on a piece of clothing except for a suit in my life, and so I was like, I'm going to buy a pair of pants after we sold. And they're fantastic. They're LuLuLemon if you ever want any. Seriously, women know what's up because they're great pants.

Travis Zigler [00:42:18]

So then we're going to spend a little bit more on dining and entertainment and small indulgences, and we total that up with the one above it and that gets us our next dream number



which is \$3.3 million invested making 10% will get us to that \$336,000 dollars a year. But then you want to go a little further. You go to have a little fun, right? And so, we put a \$3 million dollar lakehouse on here. Same kind of concept, you add it up, figure out the number. And then we have our travel the world, \$4000 a month, and our first class flights of \$2000 a month. And then clinic in Jamaica, you can put your private jet, you can put your Lamborghini, you can put your Ferrari. The point is to dream big.

Jenna Zigler [00:42:51]

Yeah, and when Travis first made me do ... He asked me to do this exercise and I'm like, you're crazy. This is the dumbest thing I've ever heard in my life. I don't spend money, so I just ... It felt really extravagant and really dumb to me, but it was freeing. It was like, okay, now I know that all of these dreams aren't necessarily that expensive. I now know what we need to be able to do what we want to do with our life and it doesn't have to be material things. You'll see a clinic in Jamaica on there, that's a sustainable clinic so we can train people in Jamaica to give eye exams. We know how much that's going to cost.

Travis Zigler [00:43:28]

So, yeah, our number, and this is our spreadsheet, this is \$6.6 million. So, that's what we need. So, we could guide ... We could take that and think about our exit and what we wanted to exit for to get us to that number and figure out a strategic way to structure that to get us to that number in the future as well. So, find your number. And this is from a book called MONEY Master the Game by Tony Robbins. I don't agree with everything in this book but the dream financial calculator, so.

Jenna Zigler [00:43:51]

I think it's a decent book.

Travis Zigler [00:43:53]

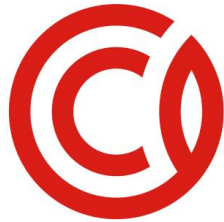
You've been waiting, so you've been patient. Have you read this? Oh, man.

Jenna Zigler [00:43:57]

See, it's the only one.

Travis Zigler [00:43:58]

Yeah, go for it. So, just some ... Couple items while we have 3 minutes left about after the sale, just some things to think about. Eliminate, automate, delegate. This is what you should live your life by. Eliminate, automate, delegate. You guys have that to-do list right now that's really long? Eliminate it. Eliminate half of it. Eliminate the things that aren't going to move your business forward as much as the other things. So, every time I make a decision in my business or I'm doing something in my business, I always think, can I eliminate this?



Travis Zigler [00:44:29]

And if I can't eliminate it because it's a vital function to our business, I then see if I can automate it with software. And then if I can't automate it with software, I delegate it to a team member. So, an example of this is our parent company calls me yesterday morning. I'm preparing for this. And they're like, hey, we need a slide deck for a presentation we're giving. When do you need it by? End of day. And I'm just like, what? You need a slide deck presentation on our whole brand by the end of the day.

Travis Zigler [00:44:57]

So, I literally voice messaged my team, this is what I need, this is when I need it by. And they all came together, built the slide deck for me, and I went on a hike with Brian. We went on a hike, I got back from the hike, and it was done. And I was like, this is fantastic. And so, eliminate, automate, delegate. Always be thinking about how you can do that ... You want me to go over cash is king? Yeah. So, cash is king.

Travis Zigler [00:45:21]

So, we talked about profit first and how you don't want to run out of money for this. I'm going to play devil's advocate and go the other way too. So, now that we're on the other side and we don't really have capital constraints because we have a parent company that makes a lot of EBITDA and they have cash that they can infuse us. And they're just like, as long as you're making profit, hit the accelerator. And now that I have that cash at hand, we were able to increase our marketing budget by 30%, we're about to come out with 6 new products over the next year and really hammer them hard as far as advertising is concerned, and that's because we have the cash.

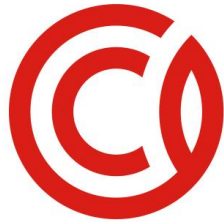
Travis Zigler [00:45:51]

So, I've never been a big fan of investors, but it's pretty nice if you have a lot of cash in your corner because you can really push your brand hard. So, find somebody in here to talk about investing in your brand because it can really help you out.

Jenna Zigler [00:46:05]

The thing I have for you is more of a logistical thing. Make sure you have your ducks in a row as far as regulatory things go. So, if you're selling supplements, look at any claims that you're making. If you need FDA registrations, make sure that all of those are in place so that you don't have to worry about it after you sell.

Travis Zigler [00:46:24]



We already talked about the terms of it. Number one piece of advice is be persistent, show up every single day, do what needs to be done to push your business forward and don't get distracted. That is the key thing.

Jenna Zigler [00:46:35]

Yeah. Know why you do what you do. It's going to get you through anything that can come your way.

Travis Zigler [00:46:40]

And then I kind of said this before but do what makes you happy. Go talk to the people that have sold for 9 figures, 8 figures, 10 figures, whatever it is, and I guarantee they'll talk about the grind and how the grind is the most fun. Yeah, we just sold but I love the grind. That's why I started the agency because we're in the grind all over again. We're in that zero to \$1 million stage. So, do what makes you happy in your business. Enjoy the process right now. It is hard. But trust me when I say that you will make it through as long as you're persistent and as long as you're happy doing it, people will come beside you as a result of that. Look at that. Zero.

Jenna Zigler [00:47:16]

There you go. So, if you have any questions, you can email us, come find us afterwards. Thank you guys.

Ryan Moran [00:47:27]

Give it up for the doctors, the good doctors. If you found value in this podcast and you're ready to go deeper, here are 3 resources where we can help you. 1, you can grab my book 12 Months to \$1 Million on Audible or Amazon. It has over 1000 reviews and it's the playbook to building a 7-figure business. 2nd, you can join our community of entrepreneurs who are following a plan to build a 1% net worth by building businesses and investing the profits.

Ryan Moran [00:47:57]

You can get plugged in at [Capitalism.com/1](https://Capitalism.com/1). And 3rd, if you're looking to go deeper and build a 7-figure business that you can sell, you can work closely with us inside of the Capitalism Incubator and you can get on the waiting list and find out what we do over at [Capitalism.com/inc](https://Capitalism.com/inc). That's [Capitalism.com/inc](https://Capitalism.com/inc).