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Full Episode Transcript

With Your Hosts

Dr. David Phelps and Evan Harris

John Martinez:

That's sales. It's our responsibility to take our patient through a sales process, through an advisory process, so they know exactly what's headed their way and how they can avoid it.

You are listening to the *Dentist Freedom Blueprint* podcast, with David Phelps and Evan Harris. Navigating you through the uncharted waters of a turbulent economy with straight-forward advice to, transform your practice into a self-sufficient cash machine, compound your net worth assets, and multiply, multiply, multiply your passive cash flow streams.

David Phelps:

Good day everyone, this is Doctor David Phelps of the Freedom Founders Mastermind Community, and your host and facilitator of the Dentist Freedom Blueprint podcast. Back to you today with what's really gonna be a fun, and I think very interesting call. A good friend of mine, who I met through one of my real estate masterminds, the Collective Genius, is someone who's helped a lot of people in that real estate arena, but also has helped people in 50 other industries around the nation, around the globe, in terms of sales.

Now you're wondering why am I gonna talk about sales today? Well, we'll get into that a little bit and talk about why I think that's important for my listeners, you all that are professional practice owners. Most of you are dentists or chiropractors or veterinarians or optometrists, but I'm gonna dig in a little bit today because you know I love real estate, but I also know that there's things that you need to be doing in your practice that can help you get more discretionary income to put into real estate.

So, here's our topic today. It's going to be, "Are you maximizing your current reputation and marketing?"

Meaning, how many opportunities are you losing within your current sales conversion processes, or lack thereof. Now, my guest today is gonna be Mr. John Martinez. John, how are you doing, sir?

John Martinez: Oh, I'm fantastic, David. How are you doing?

David Phelps: I'm so glad to have you today, because we've, you know,

you and I have talked and shared a lot in the past few weeks in our affiliation with the Collective Genius, and I knew, I knew after talking to you that you would be able to bring some really valuable insights into the processes that our professional practice owners need to have, should have, or they need to be working on. And so that's what

I'm gonna bring today.

But let me give our listeners a little bit of your background, John. You're the founder of Peak Performance Sales System and Midwest Revenue Group. You're a sales trainer, a coach and consultant to the top five percent of US-based real estate investors, which as I said, Collective Genius and others around that arena. Finding yourself in an all-commission sales position but not having been taught how to sell effectively, you were forced, John, to figure out how to, on your own, rewrite the sales rule book. The quote, "New Rules of Sales" that you discovered led you to a seven-figure sales career. How long ago was that, by the way, when you had to go through that process to figure this out, John?

John Martinez: Well, it was almost 20 years ago this year, actually, that I

got into sales. Really, was kind of forced or thrown into sales, needed to start making some income, some real income, and my sales training back then was really just go out and talk to as many people as you can and ask for

a check. And I learned pretty quickly that the only way to do that and max my sales was to spend more and more time on the road, so I started my search for how to work more effectively, or work smarter instead of harder.

David Phelps: Exactly, and what were you selling 20 years ago? Where

did you start? What industry? What field?

John Martinez: Sure. It was all commission sales. It was insurance, so I

would go from business owner to business owner, basically flip through an eight to ten-page laminated booklet with my sales presentation and then ask for a check, and I'd just repeat that day in and day out, circling about five or six states that was my territory, sometimes

seven days a week for months on end.

David Phelps: You know, I had a laminated book in my dental office

back when I was in practice, so I kind of know where you're coming from, but I don't think I was nearly as

effective as you.

All right, so let me just bring people up to date. Since then, since 20 years ago when John first started out in his sales process and training, he's now trained hundreds of sales teams and thousands of salespeople to sell using his no-pressure, straightforward, and non-manipulative-John, also via the Peak Performance sales system continues his mission to help salespeople and real estate investors reach their full potential in today's market by focusing only on scientifically-proven, real-world tested sales techniques.

So, John, first thing I want to bring out right off the bat is, there's always been and probably always will be, to a certain extent, a stigma around the word "Sales" or "Salesperson," "Salesmen," whatever it is. I'll just go to

the one everybody thinks about, you know, it's like, "Used car sales." Although, you know what, I always buy a used car, and the people that help me with that process are really quite good.

What is it about the word "Sales" that turns people off, or has that stigma around everything in business?

John Martinez:

A lot of people do think of sales that way. Kind of that slimy, manipulative, "We don't want to be associated" with that type of industry or profession. And that usually comes from the old school sales techniques. Techniques, really, lead to a prospect feeling pressure to say yes. When prospects feel like they're not going to have the ability to say no without being hammered, that type of pressure-And then also, the unknown that also creates that negative feeling. So if you're gonna talk to a salesperson, and for example, you don't know how long that sales appointment's gonna last, you don't know what you're gonna talk about, what the agenda is. You don't know what's gonna happen, you don't know how it's gonna end or what your choices are. You start to feel a lot of pressure and it feels bad, you know, we feel not okay.

So a lot of people associate those negative feelings of pressure and the unknown with salespeople, because old school sales techniques really didn't prepare a prospect or set up the right environment for an open, honest conversation. It was really adversarial, so that impression of salespeople carries over today. And a lot of salespeople are still selling the old "Traditional" way, which leads to those same results, and nobody wants to feel pressured, nobody wants to feel like they don't what they're getting into.

David Phelps:

John, I know a lot of my doctors, my colleagues in dentistry and other professional practice, they're thinking right now, they're going, "Yeah, but my business, my industry is different. We're professionals." In fact, John, I'll go so far to say that, when I was in school- Now that's- I came out of school over 30 years ago so that just tells you how far out I am from being in the academia world. But there was never anything discussed in terms of sales or even marketing or anything, it was all- All the focus was on for each of the students to become the best technical clinicians with the highest degree of expertise that they could have. And then we were just thrown out there into the world, and said, "Here, go start a practice."

Even today, it's changed a lot, John, but even today, there are still people who will snub their nose at the word "Sales" and they'll say, "Well, I'm not a salesperson, I'm a professional. I treat people's- I treat the human body or I treat the oral cavity" for dentists and that kind of thing. I'll bet you have a dentist, don't you, John? I'll bet you've gone to a dentist, haven't you?

John Martinez: Absolutely.

David Phelps: 'Cause you've got a nice smile, so I know do. So, back

into that a little bit-

John Martinez: Yeah.

David Phelps: When you go to a dentist, maybe you've had several over

your lifetime, whatever it is-

John Martinez: Yeah.

David Phelps: What have been your experiences as you've gone into a

dental practice? Have you found some that were better at

"Sales" and were using that in a very positive way?

Because what doctors are doing is they're selling health.

They're selling health and motivating people to want to have better health, right? So, talk about that a little bit.

John Martinez:

We don't even have to look at it as sales. It's really being a trusted advisor. And what that means is helping people make a decision. Should I move forward with this procedure, that procedure, all the procedures, in what order, and so forth. And sometimes, our patients, our prospects really need help making that decision. They need help weighing it out. These are complex decisions, they don't know how to weigh them out so sometimes we just need to take their hand and lead them through a decision-making process. Not convincing them one way or the other, but really finding out what's your internal motivation, what do you want to get done, what do you want the end result to look like? Here's the steps to get there, is it worth even getting there?

So it's really just facilitating that decision process to help our prospects take action. Another piece of the sales process as I see it is, we also want to- For us, as doctors, or professionals, or service providers, we want to work with those who are qualified. We want to work with those who fit a certain mold. So, part of the sales process is not just qualifying and helping people make a decision or helping patients make a decision, but that also helps you determine who is a good candidate for me to work with.

As part of the sales process, that's not only about facilitating that decision process, but also identifying, "Is this a good patient or prospect for me or not?" And if I decide very quickly that it's not, what do I do at that point?

David Phelps:

Yeah, that's really good. You know, I'm gonna use some analogies that I think our listeners will appreciate today, and because I do a lot in real estate, and you and I are affiliated with a lot of really high-end, high level, boots-on-the-ground real estate people. They have businesses, certainly, as well. As I think about their process, if they are taking properties, John, that need work, they need renovation, restoration. They need rehabilitation. What these boots-on-the-ground real estate investors' businesses do is they make the properties better. They improve them and put them back on the market and sell them to a retail buyer who wants a nice, fixed-up, pretty house.

So, a dentist, in this case, kind of does the same thing, to a different extent. People need help with their mouth, they need some treatment, they need something fixed or replaced or modified, or a brighter smile, or whatever it is. And again, that's where the focus seems to be for our doctors, but there's things that have to happen before we get the optimum opportunity to help someone. You just mentioned the right or ideal prospect. Well, we know our real estate people, when they focus on what kind of property, where the property is, they're very targeted. So, they have a kind of a marketing machine out front, and that marketing machine is creating lead flow, and then lead flow comes into what we like to call the conversion or sales process or facilitation, as you discussed.

So, talk a little bit about how that works with what the real estate people use, because they've got a lot of lead flow coming in but they've got to do the same kind of triage to figure out, "Is this the right prospect?" and how do we take them down the road to getting a transaction accomplished, correct?

John Martinez:

One thing I want to mention before we even jump into that marketing piece in real estate. I like to look at sales as-I look at this. If I was a dentist, I'd bet you I would see patients come in time and time again, patients who really need my help. Patients who I know if I don't help them today, or help them soon, what these small problems could turn into. So I'm sure dentists and doctors all the time see these small things, 'cause I notice this in all industries- See these small things that we know we need to help our patients with, because if we don't, it turns into something much bigger. And we feel this responsibility to help.

So, if we feel that responsibility to help because we know what the future holds, that's sales. It's our responsibility to take our patients through a sales process, through an advisory process so they know exactly what's headed their way and how they can avoid it. If they don't do that, if we can see some nasty stuff coming ahead for our patients, and we don't do everything in our power to help them, I look at that as sales malpractice. So, kind of like medical malpractice, but I call it sales malpractice. It's our responsibility to help those who are in front of us, and do everything we can to put them in the best possible position, the best possible health necessary.

So I wanted to touch on that real quick because I know all professions feel that responsibility, and I know how bad it feels when we see a patient, or we see a prospect, and we know we can help, and we know deep down that they really, really need our help, and then they don't get any help. I know how bad that feels, so that's kind of how I'd like to reframe this conversation.

David Phelps: Perfect.

John Martinez:

As far as marketing and real estate goes, yeah, we're looking for perfect prospects, and what I see in a lot of industries- As you mentioned, we work with about 50 industries across the board. So, from vacation ownership, to sales cycles that are three years, half a billion dollars in aerospace engineering and things like that. So, we work in all kinds of industries, and we see a tremendous amount of focus and resources just poured into marketing, which is great. We need marketing, right? We need to go out and find those customers and prospects, but there's a huge disconnect between marketing and sales. And I say that because we spend all this effort on marketing, we fill the top of the funnel, we have all of these great prospects, but then I see us just kind of letting those prospects drip out through holes in that sales funnel. Not taking advantage of prospects who really need our help. Not maximizing all the dollars we spent into marketing. Marketing is only effective if you're converting at the other end of that sales funnel.

So, marketing and sales I see going hand in hand. You can't have one without the other. If you don't have marketing you have no one to sell your services to, but if you don't have a good, well-defined sales process, you can throw as much marketing money in the world as you'd like to at that problem, but if you're not converting at the other side, all that money's just dripping out through a hole in that funnel.

David Phelps:

So, John, who do you think should handle, in a professional practice, handle the primary lead on sales or facilitation of the process? The doctor is thought of as the authority figure. The doctor's the one who diagnoses, because he or she has the license and the experience to do that. But beyond that, it just seems to me that that's

where you should rely on a really well-trained staff who can augment that doctor's authority. How do you see that in processes you work with, not only in professional practice, but in other industries?

John Martinez:

Absolutely. So, we always want to utilize the highest, best use of our time, and the doctor's time is not best used selling. It's diagnosing, exactly as you put it. Some other professional in that sales capacity- And sometimes I don't even like to use the word "Sales" because people get this image of something negative, but someone to really walk the patients through that decision process and help them make that decision, whether or not to take action, and how to guide that conversation so we can make sure we take care of everyone who wants to get help.

And what we're gonna run into, what these professionals-Not the doctors, but these professionals who are "Selling," you're gonna run into, is a lot of patients, potential patients, a lot of prospects in my world who need help, want the help, have the resources to get the help, but just don't know 'cause they're a little confused, there's a little too much to consider. There's a lot of information they just took in, and we need that professional person to help facilitate that decision. So I don't see it being the doctor. It can be, in a small organization, or a startup. But as you scale, you need someone else who's specifically trained to help your patients or prospective patients walk through that process. Because there will be a lot who need the help, have the resources to get the help, but are just kind of stuck and don't know how to make that decision. And when we're confused, we're gonna err on the side of taking no action at all.

So, really, when we look at this person and what their job is, it's gonna be to take all those people who were on the fence- "Do I take action or do I not take action?" And help them get to one side of the fence or the other, really help the prospect get in touch with their internal motivation, build some urgency to go ahead and get done what they know they need to get done. So, at the end of the day, it's not about manipulating, it's not about forcing anyone into anything, it's about helping those who want to take action kind of clear some of the clutter out of the decision-making process and take some action. It's good for the practice, it's good for the dentist, it's good for the patient, it's good for everybody.

David Phelps:

Yeah, that's really, really well said, John. I want to go back to what you said, because I think it's so important when we talk about marketing. You know, marketing is very, very important and every business should have multiple channels of marketing, whether that's online or offline, or a combination thereof. But I see so many professional practice owners looking at marketing as kind of a bright, shiny object, you know. They'll go to an industry trade association meeting and some good vendor doing the best they can will be there, and their shiny object of the day at the trade association show showroom will be some social media thing. So they're gonna do all this Facebook and stuff like- So a doctor goes and runs and grabs that, or someone's doing direct mail over here and they'll go grab that and so it's a hodgepodge.

And maybe they are getting some prospective patients to call or go online and contact their office, but I think we both know that there are so many opportunities lost at that interface between the marketing and the sales process-

John Martinez: Right.

David Phelps: Which, that starts with human beings, typically. Is that

where you talk about starting the sales process or is it before that? Where does the sales process start in your mind when you're talking about any kind of business,

John?

John Martinez: Well, the sales process actually starts in the marketing.

They need to be tied together, because your sales message and your marketing message, those need to be cohesive. Those need to work together. You need to have uniform dialog throughout the entire process, from the first touch with marketing all the way through when they're in the office or you're on the phone with your prospects.

And you're right. Marketing is sexy, right? We can flip these levers, turn these knobs, and then start having this flood of people contacting us, but it's also very, very dangerous, and I'll explain that. What happens if you start pouring all of these dollars into marketing, and your phones blow up, your email blows up? Well, if you're not equipped to properly handle those, if you don't have a well-defined sales process to clearly identify good prospects from those who aren't the best prospects, those you're not looking for, divide those up and then quickly and efficiently take all of the good prospects or potential patients through a sales process, then you're gonna have a mess on your hands. You're gonna be spending tons of money, you're gonna have people calling and emailing and contacting you. They're gonna be underserved, reputation suffers.

So there's actually a tipping point where marketing becomes bad if you don't have the tail end, the sales

process set up correctly. You can flood your office with potential prospects or patients, but if you're not handling them correctly, you can actually start to see some negative impact. You can actually see your practice or business suffer. Does that make sense?

David Phelps:

Yeah, it totally does. So, we know that new patients, new customers, are the the lifeblood of any business. We need to have the new people come in to service them, but we also know that they are the most expensive in the acquisition because there is a lot of onboarding, right? There's onboarding in building a relationship. So, when people think in terms of revenues and net profit in any business, it's not about the quantity, but it's more about the quality, and really, I think we have to look at lifetime value of a patient or customer, and really, enhancing possibly the transaction size of repeat customers when it's in their best interest.

Here's an example for the doctors listening to us today. We know that managed care insurance is dictating lower and lower reimbursements on all types of procedures so the margins are getting squeezed down. So, in order to make that up, it really behooves a doctor's office who is into comprehensive care and doing the best thing for the patient, to help the patient come in and not just get, you know, one tooth taken care of at a time, but when it makes sense, to come in and be more efficient, and maybe get a quadrant of things done, and that kind of thing. And again, that's where I think the sales process, the conversion, the treatment planning, the treatment coordinator can do so much to enhance that whole process of higher retention, patient satisfaction, and bottom line, increases the efficiency so that the doctor's not spending so much time with having so much of an

outlay in overhead structure and having more staff than he or she needs, and that kind of thing.

So, in your experience in different industries, when you have gone in and helped maximize and retune or optimize the sales conversion process with everything else within that business, what kind of increase in gross revenues and what kind of increase to the bottom line have you seen? Have you got some examples- Without adding any more to the marketing, what kind of things have you seen?

John Martinez:

It depends on the industry 'cause some have much higher price points than others. For example, I just worked with a manufacturing company who was doing about a quarter million a month in sales. They sell a commoditized product, those boxes basically that you put telecom equipment in. So if you're driving around a neighborhood, those green boxes in people's yards that nobody wants in their yard, that's what they sell, right?

So, they went from a quarter million dollars a month on average to, I think they're hitting somewhere around 10 to 12 million dollars a month now, after about six months of some pretty heavy-duty work with their sales staff. That was without any increased marketing. They actually cut marketing by a bit. They would spend about 200,000 dollars a year on trade shows and they cut that back significantly.

So I think you hit on something key there. Sales is not just about getting more customers in the door. When your marketing's effective, and you have more customers than you can take on, you have to start to ask yourself these types of questions. What are the highly profitable

patients? What type of work do I actually enjoy doing? And then we can take that marketing and we can really leverage it so you're doing the type of work that's highly profitable, that you enjoy doing, and that you're really, really good at. So, when you do that, you don't really have to increase anything with marketing, but you can start to increase, number one, the enjoyment of what you do, your expertise and the way you're looked at in the market, and margins on the back end as well.

Sales is not just about bringing in new customers, it's about helping identify and make the right prospects, the right patients, into your customers. Because if you could just cherry pick them, wouldn't that be fantastic?

David Phelps:

Absolutely. With sales, is that something that people are just naturally gifted towards being good salespeople, being good facilitators, good communicators, or is that something that people can be trained to be good at that? When you come in and assess a business and you're gonna help them with their sales process, what kind of process do you go through to look at who's there, and who they need to fill certain seats?

John Martinez:

Sure. You know, a lot of people think of sales as this is something that you're either born with or you're not born with it. Not the case. Sales is like any other piece of your business. It's like accounting, or your HR. There's a system, you need a sales system, right? The same way you reconcile your books, you have to have a sales process. So, anyone can learn a system.

Now, there are a few things, a few hidden weaknesses I usually look for that can keep people from following a productive sales system. Need for approval, money

issues, meaning just conceptually how they think about money, need to be liked. There's all kinds of hidden weaknesses that I look for that will keep mediocre or poor salespeople from improving. So I look for those, but other than that, if you can learn a process, you can do it.

I am not a good salesperson. I mean, I get fantastic results, but I'm not the life of the party, I'm not that stereotypical person when you think of a salesperson being just outgoing and that A personality. I spent most of my life, most of my grade school years in pretty intensive speech therapy. My mom was actually the only person who could understand me. Teachers, schoolmates, no one could, so I spent my life hiding.

After I finally learned to speak around the seventh grade, or at least people could understand me then. At that point I was in high school trying to make the football team at 100 pounds, so I graduated weighing just more than 100 pounds in high school. So, at that point, I was picked on, I was a runt. I spent my life- I have learned to hide, to not communicate, to not engage with others. So if I can learn a process and make a seven-figure living selling, then my feeling is just about anyone can.

David Phelps:

That's great, I think you're so right about that. Many people that have become really good orators, or speakers and communicators, many times started out with some kind of a handicap or hindrance early on, so it's very cool that you overcame that. And for that, I'm sure that you're very good at helping other people achieve the best in what they can do without feeling like they're restricted by some lack of, as you said, gifted skill set to be a charismatic person.

So, John, when someone wants to figure out, you know, what's this sales process need to look like, what's training look like- And again, it could be with you or anybody else, but here's what I know in the dental industry. And again, I have total respect for all the hardworking practice management people in dentistry, and the coaches, and that sort of thing. They're all good people. But I just think sometimes something's missing there within the industry itself.

What does real sales training look like for a small business that has eight or ten people in it, with the doctor, a couple doctors? What's that look like?

John Martinez:

I start with the simplest building block. Every organization just needs a process. Now, whether that process is 50 years old and outdated doesn't matter. You just need to start with some sort of process, because once you put a structured process in place, you can start to identify what works and what doesn't work, and start modifying that process, and constantly seeing improvements in your sales or the types of sales you want, or just the quality of conversations you have with your potential patients or customers.

So, number one is: just put any process in place. You don't need to pay someone to do it, you can find all kinds of sales systems and processes online. But number one is you've got to have a system, 'cause without a system you really can't make any improvements. You're just gonna keep trying different things, never knowing what's working, what's not working. And then if you're looking at scaling up an office of eight to ten people and there's more than one person having that conversation, how do you make sure they're having the same conversation?

So it all falls back on you need a system, right? A process or a system has to be in place. I don't care how old or outdated it is, you just need some system. Does that make sense?

David Phelps:

Yeah, totally. And then you want to be able to measure that system, right? So there's different metrics, measurements you use. Do you record different calls or interactions that the people have, and help people to better improve the process, right? Is that how it works?

John Martinez:

Yeah, so, all kinds of sales training organizations do it in different ways. The way we have found to be most effective is we train on a basic sales process, customized to whatever industry it's in. It always follows the same core building blocks, right? Because people all make decisions the same way. So we follow the same rules but we customize it to each industry.

Once we do that, we start watching the numbers. How many leads come in? How many of those are converted to a conversation? How many of those conversations are converted to a sale? What's the lifetime value of that customer, and so on. So, we start tracking the metrics so we can see if the sales system is breaking down, if any salespeople are falling behind in certain areas, so we can easily pinpoint where we need improvement. Along the way, we usually record sales calls and things of that nature because it's hard to self-identify where you're falling short. If you knew where you were falling short, you probably wouldn't be falling short to begin with, so we do a lot of call reviews where even I- With what I do, I sell.

And I also get out there and I sell in a ton of industries where I'm not professionally trained, but I sell with those

salespeople on the ground, so I record my calls, we record their calls, and we listen to them. And we kind of step outside of ourselves and listen as if we were a third party just observing, and we start to identify, again, what's working, what's not working. Because at the end of the day, once we identify that, we simply do more of what works and less of what doesn't.

So, we're try to identify things like, okay, is the patient or prospect- Are they starting to pull back? Are they starting to hide information? Are they starting to feel uncomfortable or pressured? What we want to do with the sales process is make it completely comfortable and pressure-free for both sides, right? A lot of people don't get into sales because that's uncomfortable. I don't want to pressure anyone, I don't want to make anyone feel bad, I don't want to be that person. So we want to remove all pressure from the salesperson, and all pressure from the prospect. It should just be a very comfortable conversational interaction.

Once you start looking at sales like that and getting your sales conversations to feel like that, it doesn't feel like sales. You just end up helping a lot of people, and in the process you're growing your business and you're having a good time at it.

David Phelps:

This could actually be a lot of fun, can't it? To me, this is the fun of business, John. This is the fun, is when you're able to help the clients, patients, customers that you're focused on. When you're able to help them, provide the great service that you do, getting them through the process from the marketing to the sales process, the treatment coordinators, getting that done. And having everybody on the team involved in measuring, looking

and seeing how you did every month. Doesn't it, with the right team, doesn't it kind of grow on itself?

John Martinez:

Absolutely. Your team will feel better about what they're doing, you'll be achieving better results as an organization, your patients will be happier. I mean, with a good sales process in place, nobody loses. It's helping people get what they want, ultimately, and at the same time you're growing your business and everyone's doing that in a pressure-free environment. It's all about having the right conversation, not a forced conversation.

David Phelps:

Perfect, perfect. Okay, so all my listeners out there, all you hard-working, doctors. You know I love you and I appreciate so much your clinical expertise and your dedication towards excellence and everything you do with your hands, your eyes, your mind. But realize that you won't get to do that unless you have the right marketing, then combined with the right sales processes. That's why I wanted John on here today, because with the right sales processes, there's so much you can do. You can push back against the lower margins with managed care. You can push back against the corporate competition of clinics out there today. There are ways you can do this, and just realize you need to plug these systems and processes into your business like you never have before. And it's a lot of fun, just find the right people.

So, John, this was so much fun. I just want to give people a chance to know where they can find out more about you. So, two websites. One is peakperformanceadvisors.com. That's peakperformanceadvisors.com. And also midwestrev.com. That's midwestrev, R E V dot com. And you're at John, email john@midwestrev.com.

So much fun doing this with you. I know how much you're helping other people we both know, and I knew that you could bring some insights. At least I want to get my doctors' heads thinking a little bit more about some of these pieces they could add to their businesses, because then they can invest in more real estate and that's where they get free. That's what it's all about. Right?

John Martinez: Absolutely. Absolutely.

David Phelps: All right, John. Real pleasure, thanks for your time today. I

love talking to you, and we'll do it again some time again

in the future. How's that?

John Martinez: Sounds fantastic. Thank you, David.

David Phelps: You bet.

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