

**Ep #152: Jordan Comstock - How an In-House Membership Program Can Benefit Your Practice**



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**Dr. David Phelps and Evan Harris**

**[Dentist Freedom Blueprint](#) with Dr. David Phelps and Evan Harris**

## Ep #152: Jordan Comstock - How an In-House Membership Program Can Benefit Your Practice

Jordan Comstock: Basically what BoomCloud is, it's an administrative software that allows practices to administer a membership program. Traditionally when practices had a membership program, they would have their office staff manually do a lot of these tasks, running cards, and making sure patients are active, and things like that. So our software automates a lot of the tasks in a program, allowing practices to set up clients.

You are listening to the *Dentist Freedom Blueprint* podcast, with David Phelps. 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 Dr. David Phelps of the Freedom Founders Mastermind and the Dentist Freedom Blueprint Podcast, back to you today with what's gonna be a very interesting interview with someone who I have met recently who's definitely got roots in our industry, in the dental industry, is doing some very cool things in the cloud space, and with a platform I think you'll be very interested in hearing about today. So, without further ado, let me just introduce. My guest today is Mr. Jordan Comstock. Jordan, how are you doing, sir?

Jordan Comstock: Doing good, Dr. Phelps. How are you doing?

David Phelps: Doing great. This has been something I've been looking forward to for a while, because I love-

Jordan Comstock: Awesome.

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David Phelps: I love ... Yeah, I love people that are really good at bringing new technology, new applications, to the world, and in this case, in the dental industry. Because we both know, and I think everybody would agree, that technology is a huge driver, a huge game changer in our lives in every respect, and we've got to constantly be looking for and being optimistic about adopting things that can add value, and certainly leverage what we all do every day. I think leverage is a word I use a lot.

Jordan Comstock: It's a great word.

David Phelps: Yeah, but right? We have to leverage. And whether we're leveraging human capital, in a...

Jordan Comstock: Yeah, totally.

David Phelps: ... Or, in this case, technology, which we're gonna talk about. It's one of the keys to staying abreast and staying ahead of a changing environment, so that's why I'm glad to have you here. Let me give our folks, Jordan, just a little bit of your background, and then you can add to it as we go through our discussion today.

Jordan's been in the dental industry for over 10 years, started out managing his family's dental lab in Salt Lake City, Utah. Jordan's studied business, marketing. I don't even know what this means, Jordan, but it's ... What's USUI design? I mean, just-

Jordan Comstock: It stands for user experience design, so it's basically designing software.

David Phelps: Okay. Okay, well thank you for that, because I was gonna blow right past it but I thought, "You know what? If I don't know what it is, no one else is either," so.

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Jordan Comstock: Yeah.

David Phelps: So that was your design courses at the Art Institute of Salt Lake City. He was managing the lab. He built a sales and marketing department from scratch, and helped grow its revenue by 165%. He also oversaw the financial department and helped create systems and reporting to help the company understand the numbers. Jordan was introduced to the concept of an in-house membership program by some of the lab's clients, your dental clients, obviously. Jordan's always been an entrepreneur since an early age. We have a lot in common there Jordan. It's always about what we both done.

He started four different start up companies. He became curious about how practices were managing a membership program. Quickly realized that practices needed a system to manage a program, and began sketching out the initial design for what today is BoomCloud, and you started that in 2013.

Jordan Comstock: Yeah.

David Phelps: Jordan has experience in growing startups from the ground up. He is a boot strap entrepreneur, and understands how to grow a company without third party funding. I mean, that's ... I think that's a key. You don't want to give up equity.

Jordan Comstock: No, no. I like equity.

David Phelps: Yeah, you love equity, so to know how to do that, very, very key. Today Jordan's made goals to help as many practices as he can, using BoomCloud to help grow practices, create recurring revenue for them, and reduce

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dependence with insurance companies. He truly cares about his team, customers, and products.

Let's just jump right in to kind of the whys of an in-house membership program. I'm very familiar. I'm not practicing today, but, certainly like you are, I'm around our dental colleagues in the industry, and I know, from my own standpoint, why it makes sense. But let's make sure our audience, in general ... So let's define what it is, and then kind of give us kind of the why, 'cause obviously you jumped right in. You saw the need. Why don't you give us some of that background, Jordan?

Jordan Comstock: Yeah. So, first thing, let's talk about what it is. So I usually explain what a membership program ... It's just like Amazon Prime or a Costco membership, but built specifically for a dental practice, right? Where patients pay a monthly or a yearly fee to get access to certain benefits and discounts to the practice. Membership programs have been around for a long time. My mom used to be an office manager ... Well, she still is a dental office manager. But back in the day, the very first office she worked for back before when I was a kid, or not even born, I think ... That office had a membership program where, I think it was a monthly one as well, where the patients pay monthly and they received certain discounts and benefits.

So that's the simple, I guess, explanation of what it is. Some of the benefits of membership program is generating recurring revenue for a practice, which is one of my favorite revenue models in business, is creating those predictable revenue streams. I'm sure you've seen that, as well, Dr. Phelps, with all that you do. And then I think creating patient loyalty is another thing a

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membership program can do for a practice. When somebody subscribes or pays a monthly fee or a yearly fee to a practice, they definitely become more loyal. Another ad, you know? A dental ad down the street from a dentist down the street's not gonna distract them.

And then membership programs can be used as a case acceptance tool to help patients accept treatment that needs to be done at the office there. So those are some of the things that I like to talk about, and again, that was a brief explanation of everything, so yeah.

David Phelps: Yeah. Let's dive into the last one.

Jordan Comstock: Yeah, totally.

David Phelps: First two, and we can talk a little bit about them as well. Recurring revenue, definitely. I'm big about recurring revenue. I do a lot of that in real estate today, and help dentist do that. In this case you're adding a relatively constant, predictable revenue stream, which every business needs to have that, because there's-

Jordan Comstock: Oh, totally.

David Phelps: ... All these fluctuations in operating capital and revenues, but we can flatten in out a little bit and have that recurring revenue you can depend upon. That's really good.

Patient loyalty totally makes sense to me as well. Like you said, I mean, I have a Costco membership. And besides the fact that they have great products, great service, and have overall value, why would I go anywhere else? Right? Because I've got that membership, I paid something for it. I know I'm gonna get the benefits back for that, so I get that.

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Let's talk about the cases acceptance tool, because that's one probably I haven't thought that much about it. So dig into that one for me a little bit.

Jordan Comstock: Yeah, totally. So a lot of practices create these membership programs. Are you familiar with some of the plans? They do them ... Let me pull up a plan real quick.

David Phelps: Yeah, go ahead.

Jordan Comstock: Well, a good example is my good friend Dr. Christopher Phelps, who introduced us. Right? His plan is I think \$300 a year or something around there, and the patient gets some cleanings, and then they get discounts to treatment like crowns, and bridges, and dentures. Right? So how practices are using a membership program as a case acceptance tool is that when they've presented the case or the treatment plan to the patient, they say, "Look. If you're a member ..." Or, "If you're not a member, this is what the price would be." Let's say it's a thousand bucks. Right? But when you sign up for a membership program you get all these discounts, and it brings it down, let's say 10, 15%, whatever the practice chooses. Well then they can say, "Well, now your crown fee is gonna be \$900," or whatever the discount may be. Right?

So that's a very powerful marketing technique. A lot of marketers use it. You can see it anywhere you go, from retail to any type of services out there. But it's called the Principle of Contrast, and it's talked about in the book. It's called Influence.

David Phelps: Yeah.

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Jordan Comstock: He's great. Everyone knows him in the business space, and even our good friend Dr. Christopher Phelps talks about him quite a bit and does some of his courses. But basically that's how it can help increase case acceptance, is by showing what a patient would pay without being on a membership program, and then the discounts they get. You know?

And then many of my users that use our software, and then Dr. Phelps included as well ... Christopher Phelps, that is. I gotta-

David Phelps: Well, let's look. There's a bunch of Phelps out there, and they're all good. You know, there's Michael Phelps, you know-

Jordan Comstock: Yeah. Yeah. Michael Phelps, yeah.

David Phelps: There's a gospel singer David Phelps. I mean, just say the name Phelps and know it's-

Jordan Comstock: I just ... Yeah, and know that it's good. It's positive. Very cool.

But yeah, basically, that's how a membership program can help increase cases acceptance with your patients. Right? You want them to feel like they're getting a discount. That's what people are, when they ... Whenever you buy anything, whether it's crowns or a TV at the store, you're always looking for a discount.

David Phelps: Yeah. We're always looking for a deal. Right?

Jordan Comstock: Yeah, it's just human nature.



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David Phelps: I mean, everyone wants a deal. Yeah, a deal. As long as we know that we're not substituting a discount in this case for lower value.

Jordan Comstock: Yeah, exactly.

David Phelps: That's the first question people have, "Well, if I'm getting a discount, then it must be ... What's the catch?" Right?

Jordan Comstock: Exactly.

David Phelps: Part of selling the membership program to a patient or a patient's family is to ... And I want you to elaborate on this a little bit, but it was obviously we're selling a benefit, and I call it selling dollars at a discount. So if I'm gonna pay, in this case, like 300 bucks a year, or \$25 a month, the equivalent, I gotta see how my membership is paid for and then some. Right? I mean, is that how you start, how you would recommend a dental office start the conversation? Kind of lead me into that, how you actually would offer this.

And by the way, one other question, I assume that an in-house membership program does not work in conjunction with anybody else's own dental insurance. This is for-

Jordan Comstock: Absolutely, yeah.

David Phelps: This is for a segment of patients who have no access to insurance, dental insurance, correct?

Jordan Comstock: Exactly. Yup. No, that's perfect. I'm glad you brought that up. Yeah. Most practices that create these programs shouldn't be using it as like a supplemental plan or something like that with patients that have dental insurance. And the good news is, though, is over half the

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United States doesn't have dental insurance, myself included. So yeah, that's definitely the demographic you're targeting with these types of programs.

But, basically what you want to do when you're talking to patients is, yeah, you sell them on all the benefits, the discounts they get, and then the cleanings. I've seen practices even give away things that aren't related to the dental practice, like, "Oh, when you sign up for the membership program, we give you a free movie tickets." Things like that. Right? But most practices, when they're talking to patients, they're talking about the benefits. And they see patients that ... The other day I was talking to one of our, a doctor that just signed up with us, and he was sick and tired of hearing patients say, "Oh, I just don't want to get the work done 'cause I don't have dental insurance."

David Phelps: Right.

Jordan Comstock: Well, this can be a tool for those types of patients as well, to say, "Well, look, our office, you don't need dental insurance. We've got our own in-house program that can help you say yes to the treatment, essentially." Right?

David Phelps: Well, because yeah. Because I think whether it's dental or medical insurance in general, people have been conditioned to think that if you don't have that insurance, that you shouldn't be accessing good care. Or maybe you go get your cleanings, but ... 'Cause I don't have it, then therefore I should not be paying. 'Cause my neighbor, or my social group, they talk about having insurance, and I don't have any. You know? So therefore this is not for me, and I'll just neglect my teeth, or whatever goes through their mind.

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And now you're opening a door and saying, "Well, wait a minute. There is an alternative. You can get a similar reduction in fee like your buddy or your coworker who talks about their insurance program." Right? Is that kind of how we're looking at this?

Jordan Comstock: Yeah. Yeah, exactly. That's exactly how we're looking at that, because there's a lot that mindset out there with patients. You know, they think they have to go to the doctor or the dentist if they have insurance, and if they don't, that they can't go. It's kind of a weird mindset.

So that helps with that mindset, and it helps ... You can use it as a marketing tool to get access to those types of patients that are uninsured, and then give them the mindset that they can get the discounts and benefits and come to your office. So that's how you would talk about it to some patients in that category.

David Phelps: Jordan, let's talk a little bit about the numbers and-

Jordan Comstock: Yeah.

David Phelps: So we all know that with Managed Care insurance, the reimbursements have been squeezed down the profit margins. If a dental office is accepting a wide range, there can be differentials in how much a margin is being decreased there. And so, even in the case of an in-house membership program, we are, in this case, talking about giving patients a discount over our standard, we'll call, fee for service rates. Right?

Jordan Comstock: Exactly.

David Phelps: So how should a dental office look at the numbers? Because at some point ... And I don't think your numbers

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you've talked about here, you've talked about 10 to 15%. I think that relatively ... It seems like it would work to me. I haven't run the numbers. How do you help a dental office come to grips with, "You got so many people on continuity membership program." You tell me, is it 10 to 15% kind of the norm? How do those numbers work out? When you run numbers for some of your clients that are using BoomCloud, for example, what kind of results do you think you see them getting?

Jordan Comstock: Oh, absolutely. So return investment with using our software, a practice needs to get 8 to 10 patients signed up a year and they're golden.

David Phelps: They're good, right?

Jordan Comstock: Yeah. Profit margins for the services that dentists do are pretty healthy. The thing that I see as an issue is that too many dentists sign up with too many third party pairs. You know, dental insurance, PPOs. And they're the ones that are controlling the profit margins instead of the dentist. The dentist owns the practice. He should control those profit margins, in my opinion.

So I think that's one of our biggest problems for the dentist, you know, with a membership program. He can control that. I do recommend, though, understanding your numbers. That seems to be a problem that I've seen since day one, is practices don't understand their numbers. We do provide some tools. We have a profit margin kit that's free for anyone to use on our website. It's excel doc that they can download, and there's a video and everything that shows them how to calculate the numbers. And then we have a break even analysis calculator as well that's on our ... Anyone, whether they're a BoomCloud user or not,

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can come to our site and use those resources to understand their numbers and their profit margins.

So that's kind of one way we help practices understand that. 'Cause once you understand the margins, you can understand how much you can discount. You know if you're risking it, you know if you're gonna discount. Majority of the time, between 10, 15% is pretty good discount that still leaves that healthy profit margin for the practice. But those are some ways we can help. And then like I said, with our software, 8 to 10 patients is all a practice needs to start seeing the return on investment. It's pretty low there.

David Phelps: Good.

Jordan Comstock: Yeah.

David Phelps: Alright. The second, let's ... We'll come back around. I want to talk specifically about how BoomCloud works and how people interface with you. One thing I want to touch on is, what are the legal requirements? You know, now we're dealing in an environment where we've got Big Brother insurance companies that are, you said, controlling the marketplace to raise ... I'm sure that they don't particularly like to see their dentist doing. Even though, really, it shouldn't affect them.

Jordan Comstock: It shouldn't, no.

David Phelps: But there are legal requirement, are there not? Doing this the right way versus a way that could get someone in trouble. Can you elucidate a little bit on those?

Jordan Comstock: Absolutely. Yeah. So we actually have a whole platform built for this in our software. It's called Regulation

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Management. Every state is different. Some states have regulations, some don't whatsoever. Right? It varies drastically across the United States. The states that do have regulations ... For example, Utah has some regulations. They require practices to get a license, and I think it cost like 300 bucks, one time license fee, and say, "Hey, this is what I'm doing in this state here." They're very popular here in Utah. California does a very similar thing. They have like a plan process where they review your plans to make sure it's not like a risk-bearing model, like insurances.

And most states, I think there's about ... I think maybe 20 or so states that have certain regulations, so it's always good to research those. We have some links on our website that talk about state regulations and a list of some of the states that have them, so that's definitely a good resource for anyone there.

But yeah, I would definitely do some research. It's just like anything in any industry, there's gonna be some type of regulations and, I guess, guidelines for that. But we have to keep in mind that these regulations about membership programs are specifically created for insurance companies that do them, so that you'll see ... At least, I, everyday I'm looking at state regulations and trying to help the industry. Most of the language is built for insurance companies. And then there's those states that say, "Yup. We don't regulate this if a practice is doing it, only if an insurance company is doing it."

So it just ... It really depends, and it varies depending on the state. But a couple tips that I always say. When you're selling these to patients, don't call them dental insurance. That's gonna get you in trouble. Even if the state doesn't

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have any regulations on membership program, that'll get you in trouble. So like on the brochures and everything that practices are providing for the patients, yeah, just don't call it dental insurance, 'cause it's not. And we don't want it to fall in that category, right? We want it to be a separate thing. So that's probably one of the biggest things. I've seen some ... I think I was on a website a couple weeks ago where a doctor called it like Dr. Smith's Insurance Program. Don't do that. Don't copy that. So that's probably one of the biggest thing out there, and then obviously each state has their differences.

David Phelps: Would you recommend a dental practice owner who is going to institute a in-house membership program maybe have an attorney in their state, who is versatile in the insurance industry language, just kind of ... and guide them? Is that-

Jordan Comstock: Yeah. I obviously recommend that. That's something that I've always since day one have said that it's smart to understand the laws in your state, because all the states are so different. You know? So I always highly encourage that with practices. And there's all sorts of resources. We're actually working on a resource with some attorneys that work with a lot of practices across the nation on this, and hopefully I'll have some more information or resources for the industry on this topic.

But yeah, I absolutely ... I think that's a very smart idea to do. You're gonna have to create agreements and things like that, as well, with your patients, 'cause that's a very smart ... You don't want to just launch a membership program and not have an agreement with the patient, right? So you're gonna have to do some legal stuff anyways. It's just business. So yeah, I highly recommend

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that. I think that's a fantastic way to go about the legal side and the regulation side.

David Phelps: Not to get too in the weeds on this, but that could potentially be a hold up, I would think, for ... You know, 'cause a lot of dentists, we're conservative by nature. We avoid risk. We're taught to measure three times before we cut, and so I think, would there be a resource in most states where one could find an attorney who would be well-versed in insurance? I mean, would you suggest a way where ... 'Cause you don't want to go to your local business, or real estate, or general attorney, 'cause they're not gonna know...

Jordan Comstock: It's not ... Yeah, they're just not their niche. They're not specialized in it. It's like ... Yeah. So I've used LegalShield in the past, and we do have some information on our website. They're essentially a ... You pay a subscription and you get access to your state. There's a firm that can help do a lot of research. So that's one that I do recommend, and that's a very affordable resource for practices. I think it's like 35 bucks a month, and then you get unlimited access to legal firm, or there may be multiple depending on the state size. Get access to that, and they can help guide and direct you on things with regulations there.

And I've even done my own research on states and documented it in our own database as well. Obviously I'm not an attorney so it's not gonna count as legal advice, but it's definitely ... We like to do some research and do as much as we can to help the industry to minimize that risk. Right? Like you said.



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David Phelps: Perfect. Perfect. Now let's talk about BoomCloud, and kind of specifically how you interact with dental offices, how you help them set this up with what the cost is. And let's just get the website out there right now, because I'll ... I don't want to wait 'til the end. So, first of all, to find you on the website, let's give that out right now, Jordan.

Jordan Comstock: Yeah. So the website is boomcloudapps.com, which is [www.B-O-O-M-C-L-O-U-D-A-P-P-S.com](http://www.B-O-O-M-C-L-O-U-D-A-P-P-S.com). That's where you can find, we have a ton of resources, but that's where you can find what we're talking about here. And basically what BoomCloud is, it's an administrative software that allows practices to administer a membership program. Traditionally when practices had a membership program, they would have their office staff manually do a lot of these tasks, like running cards, and making sure patients are active, and things like that, with programs. So our software automates a lot of, a lot of, the tasks in a program, allowing practices to set up clients.

We got some templates, too. We actually use Dr. Christopher Phelps' templates in our software. He's given us permission. He's been a fantastic resource, too. We've done a ton of webinars with him. But, yup, so it allows you to create plans, and then we create a landing page that integrates into the practices' website so patients can sign up for the plans online. And then we do have a patient dashboard as well that patient can log in and see their payment history, which benefits they've received from the practice, from the plan. And then the majority of our software is the practice side, where the office is managing it. We've got a dashboard that shows the recurring revenue, whether it's monthly or yearly, for the practice. It shows how many patients they have. A lot of the times we talk to practices that have membership programs that

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aren't tracking it in any way, and they know nothing about it number wise.

And, in my opinion, I think when you measure something you're gonna grow it. If you kind of just let it sit and not understand what's making it successful, or how many members you have signed up, you're not thinking about it, you're not gonna grow it. It's just gonna sit in there in the weeds, right? So we applied all sort of dashboards when you log into the software that allow you to see all that information, and when patients have canceled, all the active members. We show how many patients who've signed up through the website, so that's more of a marketing metric there. And then a piece of our software does in-house automated payment plans, where, let's say I come in, I need two crowns, but I can't afford to pay all of it up front so I decide to make it in six month payments. The practice can set that up and tack on their own interest rate on their and collect interest.

And we also have a livestream that shows the practice what's going on, what cards have declined, and, if there's a card that has been declined, whether it's monthly or yearly, it will reach out. It'll automatically send a message to the patient alerting them of the issue and prompting them to update the payment through the patient portal. And then we have a member management database where the practice can go in and see all the members tied to their membership program. They can click in and there's all sorts of details there. We've got like benefit tracking. You're able to track benefits through our software when they've been received by the patient. And then we have the contract management piece where, when a patient signs up online, the practice has the ability to upload a contract or agreement. So basically, when

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they're signing up online, they'll read it, and then they'll digitally sign it, and it'll do a date stamp and timestamp in the software. So it'll keep track of their contracts and agreements, which is so crucial. You want to keep those. You want to keep them...

David Phelps: Absolutely.

Jordan Comstock: And then, we've got, like I said before, we have a regulation management piece, which we're constantly trying to update on any regulations in any state that we're seeing out there. And then I think the biggest thing is just helping the practice automate the payments, and then alerting them of any issues and helping them integrate it into their site so patients can sign up online. So that's the very quick overview. We have resources on our website that will show screenshots. It's hard to ... I'm a visual guy, so I like showing pictures, so you can go to the website. There's a tour page where you can click on and it can show you some screenshots, or we have live demos, as well, that you can schedule.

David Phelps: Cool. So what somebody should do if they're interested in pursuing this further is maybe, number one, go to the website boomcloudapps, A-P-P-S, .com, and look around there.

Jordan Comstock: Yeah.

David Phelps: And you've got some free resources. And if someone said like, "Man, I want to get this going sooner than later," is there like a direct way to give them a consult or something with you or one of your team members to start the process? How would that work?

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Jordan Comstock: Yeah, absolutely. So on our site we've got a button that it just says schedule a demo, and we keep our calendars all online and public, so anyone could schedule with our team. And that goes from our sales and product specialist team to our support team. Anyone can see our schedule, their schedules, online, and schedule a time with them. So that's probably the best way. We also have a phone number they can call, 800 number they can call directly, and that goes to our product specialist team or support team, as well.

But yeah, that's probably the easiest way, is just to schedule time on their calendars online. But I always say we've got tons of resources, so take advantage of getting our ebook. And we've got tons of webinars about creating a membership program, and some case studies with like Dr. Brady Frank. I don't know if you know of him.

David Phelps: Oh, yeah.

Jordan Comstock: He's done a case study with us. It's a fun one to listen to. And a few others that are out there on the website. So that's, I always encourage that, and understand the concept before you go and launch it right away. You know?

David Phelps: Yeah.

Jordan Comstock: So yeah, that's pretty easy to get ahold of my team, so.

David Phelps: Great. And what's the investment to get started? And there must be a membership or client engagement. What does that look like, just in essence?

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Jordan Comstock: Yeah. So we have an onboarding and training process, and we charge a thousand dollar one time set up fee, and then the software license is 299 a month for the software. And that comes with future releases and updates. We don't charge for that. And we do grandfather our practices into the price, since we have increased since launch. But yup, that's ... It's very simple pricing. There's a few other software companies out there like us that, biggest difference, I think, with us, is we just charge a flat fee. There's obviously merchant fees. You can't get around those. I wish you could, 'cause I don't like merchant fees. But there's other software programs out there that do a similar thing with us, but they charge like a 10 to 20% revenue share. In my opinion, stay clear with that, because you're gonna pay more.

David Phelps: You better watch out.

Jordan Comstock: You're gonna pay a lot more, even though it may sound good in signing up or when you're initially talking to people. We've definitely talked to lots of practices that have switched over to us because of the simplicity of how we charge for our software.

David Phelps: Yeah. I think simple is always better when you can institute simple. Make it that way. It's good for everybody, just good for everybody.

Jordan Comstock: Oh, yeah. Totally. Yeah.

David Phelps: Good business. Well, Jordan, this has been a pleasure.

Jordan Comstock: Yeah, it's been fun.

David Phelps: Thank you so much for sharing great insights, great information on in-house membership programs. I think, if I

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was still in clinical practice, I would have one in place, definitely.

Jordan Comstock:       Awesome. Very cool.

David Phelps:       And it sounds like you have made it to work well. I know a number of the docs that you work with that are state of the art and very reputable people, so you come with good credibility lines.

Jordan Comstock:       Well that's good.

David Phelps:       Alright. Listen, again, it's boomcloudapps.com, so I would recommend people go at least check that out, and look at some of the resources that are there, and see if it's something that might fit your practice. It's all about leveraging technology today.

Jordan Comstock:       Yeah. Let's do it.

David Phelps:       Thanks, Jordan.

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