

Ep #278: Emmet Scott - Scaling Your Business in a Post-COVID Economy



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David Phelps: Good day, everyone. This is Doctor David Phelps of the Freedom Founders Mastermind Community and Dentist Freedom Blueprint Podcast. Today I'm really excited to dig in a little bit deeper with a gentleman that I've had the fortune to meet through other people that I know very well. I'm getting to know him at the same time you are with just a little bit of a pre-podcast information. So with me today is Mister Emmet Scott. Emmet, how are you doing, sir?

Emmet Scott: Awesome, thank you so much. This is awesome to be here.

David Phelps: Well, I'm already excited. We had a little bit of a pre-podcast chat and like I said, I've got your bio and I'm going to talk a little about that. What I said to you right off the top was, I love talking to people that are a part of our industry, dentistry, that didn't start in dentistry. Now I know there's nothing wrong with that because I'm same way. I was in real estate and I went into dentistry and now I'm back up in the investment side, but there's a lot of people that started with their hands in the mouth, right? There's nothing like being granular in the hands in the

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mouth and really understanding what dentistry is from that level.

But there's also a huge business side to dentistry. We can't ignore that anymore even if we could have in the last 10, 20 years. We can't ignore it, and I think you come from a space that brings that level of expertise that, I call it that 30,000 foot elevation look. I think that's very interesting for all of us to have that opportunity to look at sides, your head and your eyes and what you know from the side but also what you're doing in dentistry.

So let me give a little bit of your background. It'll make it more, I think, pertinent for our listeners to understand why I'm talking to you today and why I'm excited about doing this with you. So Emmet Scott, he's the CEO and co founder of Community Dental Partners. Just found out that your partner is a dentist and you two collaborated back when you were two years old. So I thought that was very cool. There's a whole podcast there, I'm sure.

Emmet Scott: Yeah, yeah. We had the business strategy already laid out. He would go to dental school, I'd go to the business side and then we were going to come back together, 30 years later or so, so yeah.

David Phelps: You guys are just futuristic visionaries, like nothing else. I mean, I don't think I had a thought when I was two years old. I don't know. I can't remember.

Emmet Scott: That is my entry point, just so everyone knows. It was best friend from the age of two calls and says, "I need to open my dental practice. I'd really like some help." I had a radio show called The Entrepreneur Life and was helping scale businesses and that's yeah, that's my entry point.

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David Phelps: Yeah, so that's very cool. Also, you've got Smile Magic Dentistry and Braces, which you and I didn't talk about, but you called that a Chuck E Cheese-like dental practice for kids. So we'll come back to that because I don't want to miss that one.

As you mentioned, you actually host two group dental industry focused podcasts. One is DSO Secrets and Two Minds of a Dentist. You create the DSO Secrets Facebook group for leaders in the dental industry to discuss some of the most difficult components of running a DSO. You're the senior faculty for the Dentist Entrepreneur Organization, DEO. Jake Puhl and I know other people in the organization. Great group.

Emmet Scott: Amazing, yeah they're an amazing group.

David Phelps: Just really out there, I think on the forefront of what group practice can look like. So we're going to get some insights from you on that today. Also, let people know that you've got a summit coming up the 2020 Virtual Summit because we can't do live yet, at least not anytime soon. It's going to be the weekend of June 4th, the 5th, and it's entitled Group Dentistry in the New Sustaining and Thriving Going Forward. I mean, that's going to be a great conference. I think so visionary, as we already said, from two years old, you were already thinking way down the road. So love that.

Emmet Scott: Just so you know, so I don't forget. Jake Puhl handed me, CEO, handed me a coupon code for that event because we know all of us want to save money during this time. So anyway, we'll give that at the end here, but yeah. All our events got canceled and what's awesome, if you're the Dentist Entrepreneur Organization, you better know how to pivot, right? You better be entrepreneurial and they pivoted hard. In fact, they had an event about a month ago. It was incredible. So

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yeah, we're really excited this one and I get to host it. So it'll be a party.

David Phelps: It's going fun, yeah. Yeah, Jake and I... Jake Puhl, the founder. He and I are talking, gosh, it was probably four weeks ago when all of this was changing on the fly. We got updated on a phone call and we were just talking about yeah, we're going to have to go virtual for the next ones. We're part of different groups, and Jake's first class, your organization's first class, and you've got some brilliant minds. So watching you guys pivot on the fly, it's fun to watch.

Another piece of Emmet's background. So I'll say I'm not even through with the background yet. So we're already halfway through the podcast.

Emmet Scott: It's boring, we can summarize, we can summarize.

David Phelps: Well, the cool thing is as you said, you came from business. You actually started in the financial planning industry where you built and sold to financial planning firms. Houston, Las Vegas, then you launched the radio show that you mentioned, The Entrepreneurial Life and a consulting firm, branded Entrepreneur Advisors. Real quick, who did you advise? What was your avatar?

Emmet Scott: Yeah, so I was in financial planning and I was doing investments, et cetera. I noticed it was a lot of entrepreneurs coming in, and part of the reason they wanted to invest is because in their own business model, they didn't know how to scale. Right? So in entrepreneurship, you have a hub and spoke model. You're the smartest one in the room. How do you scale that up? How do you become executive level, right? CFO, COO all of those things.

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So I started focusing on that and one of my clients said, "Well, I'd love for you to help me do that." They scaled really quickly and I thought oh, I've got a model for this. I've got a framework. So anyway, went out and started scaling businesses. That's what drove Doctor Evans Chad to call me and say, "All right, I want to automate my business." That was a term I used then. He wanted to automate his practice so that he could scale and have that financial freedom that you talk about.

David Phelps: Oh, this is going to be so good. We could probably do like a whole series of podcasts right along the line. Real quick on your personal side, I think it's important for people know where you come from and we've got some commonality here. Not on the first part, I don't have five children and they're not all redheads. That's what you've got. Awesome, congratulations.

Emmet Scott: Yeah, thanks.

David Phelps: When you're not working, you enjoy reading business and leadership books. Well, I would have guessed that Ted Talks, yup, I can see that. A racquetball player, I'm a tennis player, so.

Emmet Scott: Yeah, see, that takes too much sophistication. I just have to hit it hard enough against the wall and I'm done. So, you actually I have to keep it in some lines and stuff, so.

David Phelps: Well, that's why I don't play golf. Just let you know, I don't want to chase the balls out in the forest because that's where I would be. So we're on the same page there. We're both Eagle Scouts. Oh, you're also fluent in American sign language, work with deaf students in California, Arizona. Part of a two year church missionary program. You graduated from BYU in accounting.

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So wow, there it is, and I think that's the short version. So we got that out, but see, you're my kind of guy because I love to get in the head space as someone who has this plethora of experience in life. So this whole thing about automating the business. Taking that as you called, a hub and spoke, which is where most entrepreneurs start. Dentistry is no exception. Look, I was in the mouth for 20 something years and I get it. I didn't have more than one practice, just let you know. I had a single practice. I had good fortune with it. It was back in the day when I think maybe it was easier to get young associates. That's another story for another day, but I like you, I enjoyed the business side as much as I enjoyed the technical side. But I never saw where I could... I never had the bandwidth or I didn't connect with other smart people. Just didn't find those groups, masterminds back in the day, this is dating myself, but this is some years ago, to actually do what you're talking about doing here and about automating and really creating a real business.

Emmet Scott: Yeah. It's challenging for any entrepreneur, because if you think about what entrepreneurship is, it's the capability to see the hole that exists in the marketplace, the problem that needs to get solved and to go out there and to solve that problem. The moment we do that, like we're the expert we, you bring in the customers, et cetera. We're also the smartest one in the room, and we're the technician. We're bringing the core capability and you really see that highlighted in dentistry, right? You're walking in, you're solving problem, real oral healthcare problems. You're the master. Right? On top of that, you're the clinician. Maybe you even named the practice after you. So everything's centered around you, and then you're like hey, at some point you've reached a level of financial success, et cetera, and you're like, why is this sucking the life out of me now? What happened here? Because I'm loving it. You're still loving walking in every day, servicing the patient, you love your

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team, but it's also a drain, right? Humans are tough, and so you're having to manage that and you're like okay, what's the next level? But you've embedded yourself so much. That's the challenge. How do you move from there to that next level?

So that's what Doctor Evans was looking for, and I think that's what dentists are still looking for is, what's the best way to get to that next level of financial freedom? They have solutions like yours David, which are awesome. Another one is to figure out how to scale. Now, what I didn't know to be honest with you, when I got into this. I didn't know what a DSO was. I knew what helping your best friend was, and I knew how to scale a business and oh, you need some support here. Hey, let's open another practice. Oh, we're going to have to have this kind of executive in place, et cetera.

Then one day I heard about this evil DSO that was out there and I'm like man, let's make sure we're not that. Then I'm like, oh wait, maybe we are that. Are we that business structure, et cetera. What I really found, and what's what inspired me to start DSO Secrets was, if you do DSO the right way, it's amazing. If you do it the wrong way, it's awful. Right? It's the corporate dentistry, it's everything people talked about. So I started DSO secrets really to attract both groups to say, "Here's what I think the secret is." I'll tell you what I think the secret is David. It's being a dental support organization in those orders, right? Clinician led, support on the backend, never outrun the clinical team helped to support them. Well, now you're building something on a great foundation.

So I like actually the term DSO when it's done right. I think when it's not done right, you're actually not a DSO. You're something else. Maybe you're a dental control organization or something like that. So that's really where we got started is, and

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I think it comes down to, who's your core customer, which everything comes down to. As soon as any clinician hires an associate, I actually think they became a DSO. They became someone who needs to support another clinician. Who's saying, "Hey, I really like patients. Hey, I'd like my staff to know this, this and this. Hey, I'd like this technology and capability." Right? I actually think that mindset makes you better and allows you to scale to freedom.

David Phelps: Yeah good, good thoughts there. So I'm going to timestamp this. This is April 29th. We're probably six weeks, 43 days into the government mandated shut down of most of our economy. A great portion of our economy, certainly. We know our dental colleagues, dental practices have been greatly reduced if not completely shut down in many cases.

If there was ever a time that we have to look at the business side of it, the technical part, which we went to school to become, but now we have to wear this other hat called, be a business owner. If there was ever a time to have to do that, I mean, it's now. It was getting that way and I think in a lot of respects Emmet, that the virus that no one saw, but it's triggered now what's going into a recession. We never saw that. To me, it's just taking every trend, not just in dentistry, but every trend that's forthcoming in our country and it's just pushed it forward, just push it forward by years. The whole debt thing and, it's just getting compounded. I thought it would be the end of the decade before he hit 25 trillion or maybe 30. I don't know, I lose track. Trillions just boggle my mind. I can't keep track. It's just another number.

So my point is in dentistry and thinking about the business of, to me, there's lots of key elements, but to me, the toughest thing for any business is coming out of this pandemic, is being wary

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of the cashflow. Now cashflow, now that that is a whole... So umbrella. Well, what builds? What fulfills the cashflow management? The revenues, expenses. I mean, you could build that whole thing out, but to me, there's a lot of dentists who are very technically gifted in the business side. Just squeaks by, and maybe was getting by, okay pre-coronavirus. Post, I see the harder, and this is my opinion. I have no bias against DSOs as at all. As you said, that's a big, big, big, wide branding word, and there's so many differentiations and they're just like there is for every dentist out there. You can't brand anything and say, "Well, that's either good or bad." It just, it depends. But I believe in my heart that except for some outliers, a solo practitioner is going to have a tough time with a more conventional pick and managed care practice, hygiene driven model, says a sole practitioner going. Where I just see that as difficult. Now I'm going to be quiet and let you talk to that because this is why I had you on the show.

Emmet Scott: Well I mean, this is definitely unprecedented. I mean, I think as I've talked to my clinicians, as they went through schooling. Never in their mind did they think that their industry would be at 90% unemployment. I mean, unfathomable, right? Even amongst banks, right? Dentists had been able to walk in, get a loan for a practice, whatever else. Their default rate is 0.05%, et cetera. It's just so low, and now we're sitting at 90% unemployment, and hopefully we're turning the corner here very soon and allowing us to ramp up. But to your point, this has become a great accelerator, right? Like any crisis does in capitalism. The down markets is where all the innovation has to happen and accelerates things that might've been trending.

I think when people say, "Hey, our DSO is taking over. Are they going to consolidate everything, et cetera?" I always say, "What's going to take over is the patient being first." The

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customer getting what they want always takes over, right? So whether you're an individual practice or you're doing this on multi location, you will be in business or out of business by how fast you move to where the customer's going. I think no matter what industry you're in, you got to be passionate about chasing the customer and figuring out what this customer wants.

So I think coming out of this as unique, because all of us always have had different customers. I call them the avatar, that individual design of your customer. We're very diligent about making sure we understand that avatar. We've asked ourselves, what is our patient? What is our avatar concerned about today? Because if we solve that and we solve it well, then this will be a great accelerator, right? It'll have its bumps and bruises. Cashflow is painful, all of those things, but man, if you know how to solve something for customers, revenue covers a lot of sins. If you're bringing them confidence, if you're bringing them leadership, if you're connecting with them and bringing that right relationship, you're going to come out of this fine. You're going to work through things with your bank and your landlord, and yes, all those conversations, right? That's another leadership training that maybe we didn't think we were going to have to have on the clinical side and now we're having to negotiate things that are pretty humbling to be honest, and say, "Hey, I can't make that payment. Hey, can we hold off?" They're pushing back and forth. So again, that great accelerator, but I always come back as my North star. Who's my customer? What do I need to do to take care of them? I think that's what's going to get accelerated and clinical.

The availability that was becoming more and more of an issue, right? Like '80s and '90s, I could be open three days a week. I'm open 9:00 to 4:00, 10:00 to 4:00, you meet my needs. It was around the technician, around the clinician. That was already

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moving five days, open until 5:00, open until 6:00, open until 9:00. I just think some of those things will continue to be an issue.

If you're serving geriatric patients. Right? Or, if you're in the 60 and plus I guess, COVID decided it was going to make that as a marker. Right? So now everyone knows 60 and plus they have a specific need. Well, I'm a clinician and I'm servicing that group. What am I doing to make sure that they feel safe? I'm servicing pediatric patients. I might be in a totally different conversation and worlds. Right? So, I think like any situation, come back to the customer, figure out how to solve their problems.

David Phelps: Yeah yeah, it's definitely consumerism big time. We've got to, as you said, deliver what the customer in this case, the patient, wants. Availability is certainly one of those. I mean, just it's about reducing friction. Anytime there's friction in advance of what a customer wants, right?

Emmet Scott: Yeah, and I think David, this is interesting, is dental is actually in one of the best positions because our sterilization processes, the cleaning processes, et cetera, compared to frankly, even other healthcare environments, we're one of the best. The AIDS epidemic pushed us to a level to think differently. We're sitting there with blood on our hands, right? I'll tell you back then, they were concerned about the blood aerosol in and you're going to suck in AIDS and all of those things. So it's not like we haven't been here before. I think if you're young and you're new to the industry, you might not have realized what was behind everything that you were doing. So it's a little bit of a wake up call to maybe market that better. Maybe to have more confidence in what we do and to say, "Oh, there's real reasons and real diseases we've been protecting

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against." So there's some interesting twists that definitely this is creating. Whether it's going to be damning and kind of scare us out if you will, or if it's going to be something that accelerates us and opens up new opportunities.

I can tell you this. People are looking for leadership and they love nothing more than to even see a dentist showing them how to wash their hands. They don't have the primary care physician anymore in their lives like the past either. So there is a void open right now for dentists to be able to feel that's pretty awesome opportunity, honestly.

David Phelps: Yeah, opportunities. You just have to open your eyes to them, be aware of them and look for those, for sure, I'm curious, I'm just going to step back just slightly with your friend from an early age, Doctor Chad Evans. When he came to you and wanted to automate and scale, did you help him do that within a singular practice, or did you help him build out multiple practices?

Emmet Scott: Yeah, so we started under the same philosophy that I'm talking about here. He wanted to service pediatric. He wasn't a pediatric dentist. He has seven kids. He had been working with pediatric patients and he said, "That's really where my passion is. I want to do that." So I looked at the market and I said, "Chad, here's the problem. The problem is, is that no one's really servicing this type patient well. He says, "Well, what do you mean?" "Well, if I go into a dental office, even a pediatric office, it's white walls, coffee table, magazines on the table, et cetera. Now, what is your kids... Where do they like to go?" Chuck E Cheese, Disneyland, et cetera. I said, "Okay, here's the other problem. You're the only profession I know of where you need to drill on people's bones while they're awake, and they want it to be a good experience. I don't have a lot to

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market here that's going to be very exciting. We're going to need to create something parallel."

So we sat down chatted with our kids and we start creating mascots. We actually started, that's how we started building the dental practice with mascots. The boys wanted a dragon. We looked at an eight foot dragon that was going to freak too many people out. Girls wanted a bunny, it seemed too soft. The boys didn't like that. We actually found that a chipmunk kind of fit this middle ground here. We put a wizard hat on him, had to designer help us put it together. Then we wrote a story about Charlie the chipmunk, we designed the entire practice around Charlie chipmunk. Each operatory is a different page in the storybook and the kids are part of the story.

David Phelps: Wow.

Emmet Scott: So we've got a movie theater, a play gym, and the lobby. Kids are called back as prince or a princess. They get gold coins along the way. After getting their treatment, they sit on a little throne. They get crowned for their bravery and dentistry. We now crown you King of Smile Magic, Queen of Smile Magic. They get to spend their money, their gold coins. They get a balloon, they get a sticker. Mom gets a sticker, right? So everything is about this parallel experience. So you say, "Oh, oral health is good, oral health as positive." What I had been told is, "Hey, if you can get 100 new patients and do a practice, that's amazing." In the first three weeks, we had a thousand patients come in.

David Phelps: Wow.

Emmet Scott: So a little overwhelming on the operational side, but we quickly opened two more locations. We said, "Okay, we have something here.

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You mentioned this right at the beginning, because this has been a passion of mine and maybe a little bit of a trick that we can share with everyone. I like going to other industries, stealing what they figured out and then bringing it into whatever industry I'm in. So when it comes to retail, I knew Chuck E Cheese had figured out pediatric. So just go to them, steal their ideas as much as you can, apply it over, boom. If you're looking to do online marketing, well go find online marketing groups, right? That they live and die by sitting in their pajamas. selling stuff, then bring that into dental. So that's what we've tried to do, is just take the best of the best ideas on servicing the customers and that's grown.

Now we've got a dentist who partner with us and they'll build a Smile Magic location. We'll do all the support, boring backend stuff, accounting and marketing and HR stuff for them. It's allowed them to just have passive income. So they're able to own the practice, run the associate's, determine supplies, all of those things. Then we're doing the boring backend for them and supporting them on that.

So eventually we said, "We got to call this something. Community Dental Partners." Really what our focus has been on is, how do we help the underserved patients? Where do we go that no one else wants to go? Rural towns, et cetera. Now it's become, where do our dentist partners want to go? We need to support them. So anyway, that's how I got into this space.

David Phelps: Good, because I want to get that, as you said, I want to come back around to the Chuck E Cheese-like dental practice for kids. So, but Community Dental Partners is not just for pediatric, correct? I mean-

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Emmet Scott: That's right. Yeah, now it's supporting multiple locations, 30 locations, exactly. Then we've now started another DSO supporting groups called National dental Partners and that supports 70 locations. So again, just chasing the customer, like where's the problems? Where are dentists running into that they need support around? As long as I stay in that support position, I found that I can be really helpful.

That's what led me to DEO, is here's the Dentist Entrepreneur Organization. They're trying to figure out how to solve this. I think an interesting misconception, I've seen this in dentistry, I've seen in others is, I can't share my secret sauce because everyone will steal it. They'll copy me and et cetera. I've found, share your secret sauce, let people beat it up, it becomes better sauce.

David Phelps: Yes, yes, exactly.

Emmet Scott: Then you get to take it back and iterate on that. So DEO is like sharing the sauce with everybody. It's a bunch of entrepreneurs, they're all trying to figure out how to be better. They're just sharing, "Hey, do you have an SOP on how to do that?" "Yeah, here's mine." "Oh, you should change this part of the checklist." "Oh great." So they're just building on top of each other.

I'll tell you, going through this COVID-19 stuff, invaluable. Right? Because it's scary and you're making so many decisions, but to have a group around you, other clinicians, business people to say, "Oh, I've done that before. I already tried that, it didn't play out well." Or, "That plays out brilliant, now run faster." So anyway, it's been awesome.

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David Phelps: Yeah. That's great. Then what are some of the biggest issues that you are finding that dental groups that you're associated with are having going through this?

Emmet Scott: Well, I mean you mentioned, cashflow management, right? They're in conversations that they were never planning on having before. So they're really looking at what their CFO capability is or if they don't have one, who do I partner with on things like that?

Team, Team is tough right now. Team was tough when you were ramping down and they're like, I've got to upgrade my communication platform with communicating with Team. I think what's cool, a lot of DEO members start setting up private Team Facebook groups. They started doing Zoom meetings with their Team. But at the same time, they were having to lay him off because they're trying to manage the cash flow piece. Then they started helping them get unemployment. They just changed their role, which I think was pretty cool.

Now it's interesting because I think groups in general, individual practitioners, to ramp back up, is its own challenge because now you're bringing people out of unemployment, where maybe their benefits are pretty good. But more importantly, you're bringing them into dentistry where they might have some concerns about going out in public. So are you aligned with your Team? Have you had the right conversations? Those are becoming, I think the core components people are struggling with. Of course having enough cash to ramp up. Payroll happens way before you get paid. Right? Because everything dumps into AR unless you're pure fee for service. But if you're pure for fee for service, a lot of people are saying, "Hey, can we delay payment for a little bit here?"

David Phelps: That's right.

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Emmet Scott: So either way you've got a little bit of cashflow management you've got there. The PPE and getting alignment between patients' team on PPE. Those are all the hot things that they're solving within DEO, and we talk about on the DSO Secrets group too, so.

David Phelps: What do you predict for the future of group dentistry? What's your vision for that and how is that group model going to have to change or iterate from where it is today to where you see things going in the future, Emmet?

Emmet Scott: Yeah, I think to your point David, this will be the great accelerator. So to the extent on a business side, you weren't using as much technology, you're using technology now. Right? We're not meeting in our conference rooms if we're getting together. Even if we're at the office, we're all staying in our offices and we're jumping on Zoom. So there's definitely a technology acceleration I felt.

Our online scheduling needs have increased, our ability to check people in quickly and efficiently. Any kind of PPE process or sterilization process becomes marketing. So I think what's true for how we think about DSOs is really true for the industry in general, is all of us are having to get better at some of these things around technology and availability, et cetera.

I think because of the pressures of cashflow, the pressures of standardization, you'll continue to see some of the best DSOs attract some of the best individual docs. That will play for good. I think DSOs and groups that got together just to play a financial game, we're going to roll together and sell off to PE and that kind of story, I think that's going away.

David Phelps: Sure.

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Emmet Scott: I think this accelerated that problem, there was probably some quick, fast money to be made, just throwing some groups together, but that's not a business model. That's like a dotcom play. Right? As long as you're not the last one holding it you're good. Right?

David Phelps: Exactly.

Emmet Scott: But eventually you got to have clinicians who are supporting patients that you're supporting them. So this will clean some of that out. Then on the individual doc side, I've seen guys just saying, "I'm out, it's been a good 25 years," or whatever it might be. So I think that we'll see a lot of that David, and maybe they'll be pivoting too, of saying, "All right, time to get into real estate or something else." Right?

David Phelps: Well, I'm always about plan B. I think both. I'm a fan of passive income out of a business, because I love business. I like it in the alternative investments where I can have something more passive. So I think people develop both streams or develop some connections or relationships, allowing both streams. You can stay in whatever game you want to, as long as you want to, and I think that's what life is. It's like, let me just evolve and be a part of what I like to be a part of. You don't have to get stuck in one trench, one path. It's just like, I can move, if I learn how to collaborate, if I find the right people in life, there's so much more I can do and be, rather than just being stuck in what I thought I was going to be when I was 25 or 30 years old. It's just the world changes, learn to change with it and don't look at it—

Emmet Scott: Align with your passion, right? That's what I also like about DEO is it's not about hey, you need to have this many locations. It's like okay, who do you want to be? Maybe one location gets you there. You just want to be a better leader

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within that one location or yeah, I want to be able to support 20 locations or whatever it might be. So I think to your point, David, there isn't... and we've seen this a lot on social media is, there needs to be a one size fits all. It just, it's not true. Right? It needs to be what fits you, now build your world around that. Right?

David Phelps: I think that's a... you know what? what I'm going to let that one just land the whole thing right there because I can't add to it. That was the perfect landing because you're right. Trying to try to live the dreams of others or whatever you allow dictate to you, other people's agendas or society's agendas or the industry's agendas. No, you can't do that. You've got to decide what you want, and then back that into okay, now how do I make that happen? Then find the best people to collaborate with the synergy. You said already, I mean that's the key, and not actually the way we grew up in life, being competitive, and school was, you have to do it yourself and you're going to pass the test yourself. You didn't get to collaborate. Now we've got like, no collaboration's actually good. We make everything better. You know what? Let's go change the educational system. Then we'll make it better for everybody. How about that? Y

Emmet Scott: Yeah. Yeah. It's awesome. Yeah, again, where's your passion, where's your interest? If you're sitting there and you're like, I just want to build something where my team shows up every day and they're thrilled about work. Just go build that. Again, if you're like man, I really want to integrate.

Well, let me transition because the DEO summit that's coming up. Okay? A little bit of a plug for that. So if you go to DEOdentalgroup.com, go to events, click on the summit. Let

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me give out that coupon that Jake Puhl gave me, the CEO. It's, you type in freedom. You like that one David? He gave... that's-

David Phelps: I think that, I can remember that one. I think our folks can remember too. Freedom, that is the code.

Emmet Scott: Yeah. So, that'll give you a discount, \$50 off coupon code to go to this virtual event. You're going to see some leaders of the industry all over the place. You'll see everything from Steve Bilt and Rick Workman, which everyone knows. Heartland and Smile brands. I mean, these are massive groups. They're going to be there on your screen, you can ask them questions. If you want to pester them about something you don't like that they do, boom, you're going to be able to do that right there. I'll be on there. So it will be fun.

You've got the New York Times bestselling author of The Subtle Art of Not Giving an F.

David Phelps: Oh yeah.

Emmet Scott: That's popular. Yes. So anyway, he'll be on there talking through that. You'll have CFOs talking through how they've organized things. You'll have individual practices, two to three locations. Some of them are integrating primary health care with dentistry and how they're doing that. So anyway, just some... How do you build basic systems, processes for the new world too? Everything's going to be focused on this new ramp up and where the customer is going. So it'll be cutting edge. I mean, you'll be able to walk in, say, "That's a stupid idea. Oh my gosh, that one just changed my life. We're going to implement that tomorrow." So, that's why I go to these, is I can just take what I want from each one, and if I'm going to be looking at a practice like MNA activity, what's the right way to look at... All of that's going to be out there. You have breakout

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groups. It's pretty cool. So there's my plug and I'm not only the president, so to speak, but I'm also a client. So I do enjoy it there.

David Phelps: I can tell you to do. Well, your passion is definitely there Emmet, and we'll put the link in our show notes and with the freedom code coupon, if you will, for that event. June 4th and fifth, the 2020 virtual summit. I've been live, I know your virtual will be absolutely outstanding because I know you guys will pull it together and make it really super good. So Emmet Scott, thank you so much for your time today. It's been really a pleasure.

Emmet Scott: Yeah, great being with you, David. Appreciate everything you're doing for the industry. It's awesome.

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