

If you are frustrated, overworked, and stuck at seven figures, then you already know...

## **“The Worst Business Is A Million Dollar Business...”**

In these pages, you will discover why thinking like an “entrepreneur” is keeping you stuck, and how acting like an OWNER can reignite your growth *without* adding a single thing to do your to-do list...

**Your dream was to have a “million dollar business.”**

When you started, you *thought* a 7-figure business was “crushing it.”

You admired the dudes that got there. You even bought their courses.

You wondered if “the million” was possible for you... but once you saw momentum, you dreamed of getting there yourself.

Then, you did it: you crossed \$100,000 per month in sales, and you celebrated (*for like five minutes*) with the people closest to you.

WOO-HOO! You’re a “millionaire on the internet.”

Then, like every good entrepreneur, you got right back to work, with the vision to grow it to the MULTI-millions... or even to 8-figures, so **you could sell it and be SET FOR LIFE!**

But so far, it hasn’t gone how you hoped... has it?

Instead, you've hit roadblocks.

Despite your best efforts, **sales are flat in the low seven figures.**

You've lost the momentum you had early on.

Worse, you still worry about money, and you work more than you like.

You don't feel the freedom that you thought you would feel.

And when you are honest with yourself, you don't know what to do next.

You have things you WANT to do, but you don't have the cash to do it.

Instead, you spend your time doing things you "have" to do to keep the business going.

You can't talk to anyone about this, because all of your friends think you are killing it. So you carry the burden silently, and alone.

You aren't any happier than you used to be. Sometimes you feel worse than you did before.

You USED to worry about having a "failure," but now, you worry about GOING BACK to your old sales level... and back to your old life.

To fix it, you add MORE things to your already-absurd "to do" list.

You release new products... create new funnels... and spend money on advertising and influencers...

You even start hiring employees and agencies in search of “growth.”

*(That’s what you’re supposed to do, right?)*

In spite of all of this, your profits are going DOWN instead of up... and you are working more than ever.

You’re not sure when it changed, but your  
“Freedom Business” is now your new boss.

You *thought* owning a business would give you FREEDOM.

But instead, *it owns you.*

You wake up to check your phone, read email, and answer the fires that require your attention.

You secretly fear that profits will fall, so you keep adding things to a to-do list that just seems to get longer and longer...

After another day of feeling drained and frustrated, you wonder...

**“I run a million dollar business... but  
is this even worth it?”**

The answer is no. It’s not.

This isn’t what you signed up for.

You did not sign up to work like this. You did not sign up for lackluster results. You *definitely* did not sign up for entrepreneur's depression.

You signed up for freedom... for growth... *for excitement*.

You wonder if you should just sell the business, so that you can start something new...

But no one wants to buy a business that is stuck.

So you quietly get back to work, looking for a short-term hack in order to get to the next stage of growth.

You hold on for dear life, hoping your nightmares don't come true.

If you have ever felt this way, **you are not alone.**

In fact, this is normal. One of my mentors used to say that a "million dollar business is the WORST type of business."

Why?

Because you make enough money to "stay in business," but you don't make enough to grow it or live the life you want.

That's why most entrepreneurs stay stuck at this level *forever*.

But it does not have to be this way:

This CAN be fixed. There is a better way. *That's the good news.*

**The bad news is that “the fix” is going to fly in the face of everything that you know.**

In fact... some of it might sound crazy.

But if you read these short pages, you will discover that you can turn things around... be more profitable than ever... and actually live the life of FREEDOM that you desired when you started.

And since you are beyond the first million, it won't take us long at all.

If you make the tweaks that you learn, you can even sell your business for a big payday if you want to...

But you might find you enjoy it so much that you don't want to sell it.

I know that sounds crazy right now...

**But things are about to become much more clear for you.**

You see, once you cross into the low 7 figures... **the game changes.**

**You are stuck because you're doing the same things that got you here.**

You worked HARD to get to this point, so it would make sense to think that working MORE is the secret to growing.

If you go down this route for very long, you soon discover caffeine addiction, lack of sleep, and the end of your work-life balance.

There is only ONE way to experience the freedom, the wealth, and the growth that you have always known was possible for you...

**If you want *freedom*, you must graduate from “entrepreneur” and become an OWNER.**

An entrepreneur is someone who doesn't have to work a “job.”

They give their full time effort to live life on their own terms.

*But it requires a full-time effort to “not have to work.”*

Sure, an entrepreneur doesn't have to work a normal job, but they can never step away from the business, grow it beyond themselves, or set it up for an exit.

**Put differently, an entrepreneur isn't really free.**

*It's more like being a glorified homeless person...*

Since you ARE the business, and the money in the bank is YOURS, you are always tense - you are always worried that ONE change or ONE competitor can be the end.

And guess what? If you keep acting like an entrepreneur, then it's a real possibility, because an Owner can come in and crush you.

Worse, if you stay an “entrepreneur”, **then you will always be stuck with 18-hour days and low profit margins.**

That’s why you are burnt out. That’s why your business is stuck.

You’ve outgrown the entrepreneur mindset that got you here.

The way forward is to become an OWNER.

**For the last five years, my advisor team and I have been helping entrepreneurs graduate into Owners.**

We do this inside an application-only group called *The Backroom*.

We create relationships and experiences that expose entrepreneurs to opportunities that allow them to become Owners.

We focus on a few “Owner Moves” that open opportunities. If you “get” these, then your next chapter will unfold almost instantaneously.

**Once you make these “owner moves” in your business, you will have momentum, growth, and profit again.**

One of our members, Jeremiah, joined as soon as he hit 7-figures.

After he became an Owner, he grew and sold his business for a multi-million payday just two years later... *at age 21.*

Today, he owns multiple businesses, while still enjoying time to travel with his new wife and live the life of freedom that he always wanted.

If you use them, then you will likely make more money... be immune to competition... and start to enjoy life again, while you create the business that you always dreamed of owning.

That's why these Owner Moves are the foundation of what we do in The Backroom.

## **These 3 Moves Put You In “The Owners Box” & Expand Your Profits... *Whether You Show For Work Up Or Not***

An OWNER does things differently...

They control the business, without risking their savings.

They set the vision, but allow other people to make it happen.

Owners oversee the strategy, but they don't worry about the details.

An OWNER has time to be a part of multiple projects... and even has time left over at the end of the day.

And here is the strange, ironic, weird truth (I predict that you won't believe me): **Owners work LESS than entrepreneurs while making more.**

They do all of this by making these moves:

### **Owner Move #1: Own the biggest pie.**



The Owner's job is to create a huge pie. To do that, other people need to be involved: investors, advisors, and leaders to name a few.

An Owner brings these pieces together and stands out of the way.

But an entrepreneur does the opposite: they try to do the work of 10 people, so they bottleneck the business and become stuck.

For example... many entrepreneurs put their life savings at risk. As a result, you play tense, always fearing financial ruin.

But if you partnered with an investor for a *small piece of the pie*, your business could have enough capital to be able to 2x or 3x in size.

Entrepreneurs are “romantic” about equity, while Owners see it as an asset to be traded, bought, and sold in order to grow the pie.

## **How My “Billion Dollar Friend” Owns Multiple 9-Figure Businesses... Without Working Hellish 100-Hour Weeks...**

Take one of my mentors, Brian Lee, for example.

Brian has THREE billion dollar businesses on his resume.

The first is Legal Zoom. The second is The Honest Company.

The third is Honey, the discount app (which recently sold to PayPal for \$4 billion).

He's now working on his fourth, called Art of Sport.

Brian is only in his 40s, but he creates billion dollar empires.

Here's how he does it:

First, he comes up with the idea.

Second, he partners with someone who will do the marketing.

Third, he finds a good CEO.

Fourth, he raises the money from investors.

And finally... he sits back and makes sure that everyone does their job.

He doesn't own the WHOLE thing... but he builds billion dollar companies, and he maintains control along the way.

Now, this doesn't mean that you should just give out equity willingly... but **the right partnerships change everything.**

That's how real business gets done.

That's how Jeff Bezos can only own 12% of Amazon and still be the richest person in the world.

That's how Elon can own 20% of Tesla and be worth \$23 billion.

While entrepreneurs focus on owning EVERY slice, an Owner just builds REALLY BIG PIES, *and their slice is huge.*

An owner keeps control, but does not foolishly try to do it alone.

That's why we create opportunities for entrepreneurs to connect with advisors, influencers, and investment capital if they need it.

With that combination, we create really big pies.

## **OWNER MOVE #2: Create, Don't Copy.**

Entrepreneurs are amazing copy-cats.

You find out what's working, and you do more of that. Simple, right?

That can get you to seven figures... but your profit margins will suck, and you constantly fear competition.

When an entrepreneur starts copying others, I know they are doomed.

It puts you on an endless hamster wheel of *reacting*, and it prevents you from experiencing freedom.

An OWNER does it different: an Owner doesn't copy, they *create*.

An Owner doesn't ask, "*What's already selling?*"

An Owner DOES ask, "*What would delight my customer?*"

The answer to this question is your ticket high profits, raving fans, a big following, and a company that you can sell (or hold forever).

For example, consider the company *Away*...

Away is a luggage brand that was founded in 2015 by Jen Rubio and Steph Korey.

They created luggage that was stylish, but cost less. It's a simple idea. But no one was doing it.

They simply asked, "*What would delight travelers?*" And created it.

Away sold \$12 million in luggage in their first 12 months.

**But by 2019, the company was valued at \$1.4 billion.**

This is what most entrepreneurs don't understand: when you *copy*, then you can easily be put out of business.

But when you create, you attract raving fans, higher prices, rich investors, and impactful influencers.

Most entrepreneurs are scared to create something new, because they fear that it might fail...

But Owners know that CREATING new ideas is actually LESS risky.

Imagine if Tom Bilyeu from Quest Nutrition had decided to sell *just another protein bar*, rather than creating a new category...

Do you think he would have had a billion dollar exit?

If Moiz Ali had decided to sell *just another deodorant*, rather than creating a new product... could he have made \$100m in 24 months?

You can copy your way to 7-figures.

You can call yourself an entrepreneur by following a copycat system.

**But if you want *real* freedom, then you must take a page out of the Owner's Manual: *create, don't copy*.**

That's why we invest in Owners who are creating something new.

You are probably sitting on several ideas right now that will delight your customers and create new areas of growth.

You aren't pursuing them because you don't have the capital, you don't have the connections, and you don't have the confidence.

We fix all three inside The Backroom.

## **Owner Move #3: Serve by Selling**

Entrepreneurs try to *convert* customers into *becoming* raving fans.

They often do this by creating a ton of content, doing a lot of discounts, or hiring influencers to talk about their brand.

That usually results in wasted time, wasted effort, and wasted money.

An Owner does it differently: they go where there are *already raving fans*, and they serve them in the most direct way: **by selling**.

Content is overrated. So are viral videos and social media.

They are powerful tools, but entrepreneurs don't use them in a way that grows profits or the value of the business.

Your goal is to grow your profits, your customer base, and the value of your company...

The best thing that you can do for your customers (and for your business) is to *sell more*.

That is how you create raving fans who buy from you over and over.

This is also the secret to making ANY platform work, whether is Shopify, Instagram Ads, or YouTube.

Here's what I mean...

Remember the famous Poo-Pourri ad featuring the English woman who was taking a dump?

That ad took Poo-Pourri from a small seven figure business to a \$100m giant.

The reason that ad worked so well is because it did two things:

- 1) It spoke to a very specific person.
- 2) It converted them into buyers - *immediately*.

The BUYERS became raving fans. Your job is to get more BUYERS.

Poo-Pourri's founder, Suzy, is a friend of mine, and she says that the business finally exploded when she learned to **serve by selling**.

She *was* an entrepreneur. But when she became an Owner, her seven figure business became a nine figure business.

Best of all, this takes LESS work... and it makes you MORE money.

But you must stop acting like an entrepreneur, and start being an Owner.

When you become an Owner, you can work LESS, but earn more.

When you shift into Owner Mode, you get freedom *now*, not later.

When you sit in the Owners Chair, you control the pieces, without carrying the whole burden.

Work (and life) gets EASIER, not harder. Profits go UP, not down.

It's your obvious next move... *if you choose to make it*.

## **Here's Why Most Entrepreneurs Fail To Become Owners...**

Entrepreneurs fail to become Owners for a few (easy to solve) reasons:

1. **You are alone, so you can't grow a big pie.** Until now, you carried the burden of success on your back with minimal (if any) support. You rolled up your sleeves and got things done yourself. You have been doing that your whole life, and it made you a good entrepreneur. But now, it's keeping you stuck.

Your business will implode if you keep “going it alone”... and you will implode with it.

The next chapter of your growth requires other people - team members, investors, and advisors to name a few. It will require you to lead others toward the creation of your vision.

Inside The Backroom, you will meet investors, advisors, and mentors to help you move to the next stage... without suffering through it on your own.

2. **You are creating from a place of frustration.** When you are stressed, you copy others (or create really bad stuff).

You are overworked and have lost your “spark.” To fix that, we need to “turn you on” again.

That’s why we have a doctor test your blood levels to measure your stress and see what imbalances hold back your performance, and we have a chiropractor do some pretty weird stuff to your spine.

We go pretty deep down the rabbit hole of what drives you, what is holding you back, and *how to “unlock” the real you that is capable of so much more.*

When you play this game with others in alignment with you AND support your goals, things get really fun. From that place, you CREATE again.

3. **You don’t spend time with other Owners.** You are the average of the people you hang out with (*cliche, I know*). Right



now, you likely have few (if any) leaders who are showing you the way.

The Backroom will change that. At every Backroom meetup, we hand-select mentors and guests who Own eight and nine figure companies.

Whether it is Aubrey Marcus, the founder of the \$100m performance company *ONNIT*, or Silicon Valley advisor Kamal Ravikant, “The \$800m Man” Jay Newman, or social media celebrity JP Sears...

Someone at each event changes your mindset just by their presence.

You don’t need to BE an Owner to hang out with them - the opposite is true: **you must meet them so that you can BECOME one.**

## **A Word Of Warning...**

The Backroom is NOT just a mastermind or a coaching group.

It’s an Incubator for your business, your body, and your brain.

It involves biohacking your body, changing your mindset, upgrading your business, and introducing you to new opportunities.

Becoming an Owner is *not* about learning tactics...

It is about changing the way you do business... and the way you think.

Inside The Backroom, we do some things that would be considered “weird” to most entrepreneurs...

Most groups focus on tactics and strategies that make your to-do list even longer... but we focus on transforming you into a leader with the team and resources to create something great.

**In 2020, we are opening 40 spots to The Backroom.**

These 40 spots are reserved for entrepreneurs who want to become Owners. It is reserved for 7-figure business owners who desire more.

Not *just* more money, but more freedom, more growth, and more fun.

How do you know if this is for you?

Simply put: *you should apply if you don't feel ready.*

You should not have everything perfect before you join - you simply must have a deep desire for more. **The dissatisfaction that you feel is a sign that you are capable of more.**

You might be the ideal member IF:

- You have crossed 7-figures, but you want a bigger pie.
- You want to create something, not just model someone else.
- You believe in what you are doing, and it benefits others.
- You can no longer tolerate the results that you are getting.

**If this is you, then you are invited to apply into The Backroom.**

**Should you be accepted, the next two years of your life will include the following:**

- A 2-day in-person intensive with myself and my team to dive deep into your business to get you unstuck, give you a clear plan forward, and carve your path to become an Owner.
- Priority preference for the Capitalism Fund or other sources of funding, so that you can grow your business without financial burdens holding back your vision.
- An appearance on The Capitalism Podcast (if you want it), putting you in front of tens of thousands of influential Capitalists...
- 6 in-person group meetings (3 per year) to work with advisors, mentors, and multi-million dollar business owners to help you cast a vision, build an amazing team, make strategic investments, and create a business that excites you and delights your customers (events occur in LA, Dallas, Austin, NYC, and Cleveland).
- 1 feature in *The One Percent Monthly*, including distribution of your product or service to thousands of entrepreneurs around the world.
- 2 VIP Tickets to the next Capitalism Conference and priority preference for speaking slots and panel highlights...
- 2 Mastermind Sessions(1 per year) at my home in Austin, TX to ride jet skis, eat amazing food, drink amazing wine, talk about business, dive deep into life, and introduce you to my network of advisors and investors...

- And MOST IMPORTANT... the “Personal Development Plan” that will free you from the fears and insecurities that are preventing your growth and release the powerful, creative force that is YOU when you are FULLY ALIVE. This plan involves biohacking your body, addressing your brain, and diving into the unknown (NDA and release form required).

## **“How Much Does It Cost?”**

Membership is more expensive than a part time employee, and less expensive than staying where you are.

For example... one member joined as soon as he crossed \$100k per month in sales.

*“This is more money than I have ever spent on anything,”* he said when he joined.

A few years later, he was no longer selling \$100k per month... he was selling *\$100,000 per day...*

Another member joined when they were pacing just over one million dollars per year...

Less than two years later, the business was pacing nearly \$25 million!

*“It wasn’t what I learned,”* he said. *“It’s that I saw what was possible, and I became that.”*

Had he *not* joined, he might have lost *over \$24 million...*

If you are ready to transform from entrepreneur to Owner... and you are willing to do the work required to become the person capable of wealth, then I invite you to apply to the Backroom.

My team and I will review your application and set up a call to ensure that our personalities fit.

Assuming that it feels right, then we get to work in early 2020.

When you feel the tug...

When you crave the growth that you once believed was possible...

When you can no longer settle for feeling “stuck...”

When you feel the impulse that this *might be what you've been wanting... then...*

[Click Here To Apply To The Backroom](#)

I believe that you are capable of more.

Once you “catch up” to that possibility, everything will change.

I'll be waiting for you on the other side.

I'm rooting for ya,  
Ryan Daniel Moran