Jaime: Welcome to Eventual Millionaire. I'm Jamie Tardy, and today on the show, we finally have Sean Kelly. Now, last time, we had all sorts of Skype issues, so this has been two months in the making. He's CEO of Snack Nation. They've been 168 on the Inc. 500 list. He is an incredible human being. Thanks so much for coming on the show today, Sean, I appreciate it.

Sean: Jamie, pumped we are finally able to make this happen.

Jaime: Well, last time, we just complained about Skype the whole time we were on the phone together, so I'm so thankful, knock on wood, right?

Sean: Yeah, not just complain, I think we actually tried to fix it for 30 minutes. It was complaining, kind of fixing. It was an experience, but we'll always have that together.

Jaime: I know, that's what I feel like. I feel like I know you so well now, Sean. Tell everybody what Snack Nation is with your awesome shirt.

Sean: Oh, that's right, Snack Nation, Snack Nation shirt. Snack Nation helps companies create awesome offices by delivering a hassle-free and fun snacking experience that produces happier, healthier, and more engaged employees while creating first time access to the most emerging and innovative brands.

Office managers feel great because they don't have to worry about bringing all these snacks into their office in a millennial generation that's obsessed with snacks, and the employees or team members of the offices are jacked up because not only are they constantly getting variety, constantly getting the best healthy snacks in their office, but they also are experiences and discovering brands before any of their friends. That's what Snack Nation is in a nutshell.

Jaime: Yeah, how do you make vending sexy? That's the thing, you just told – we're talking about vending, that type of industry, and what you just said sounded way cooler than the regular old vending industry. A, how did you even get into that, and B, how do you make it actually sound sexy?

Sean: Well, I think that's a great question, vending. I was advised long ago that there are a lot of industries out there that are really sexy, marketing and advertising, entertainment. If you went to school in New York City like I did, investment banking.

Even though a lot of those industries are great and you can make an impact, a lot of times, it's the unsexy industries that may not come to mind to the average college student or the first time entrepreneur that those are the industries that you can actually really make a dent in, and that you can make sexy because at the end of the day, creating impact, creating a great, strong business, that's what's sexy is. It's not just what the superficial.

I would always joke around. People say, "How did you get in that unsexy vending industry, Sean? You studied biomedical engineering, you went to Colombia University, you're obsessed with health, and you got into vending." I would joke around, I said, "I did it for the girls."

Maybe it's a really bad joke, but the reason, if you knew vending, you'd laugh because if you go to a vending convention, it's all 60 and 70-year-old white males who have been in the business for decades.

Jaime: How cute. Good little joke.

Sean: Yeah, exactly, and so that's obviously not why I went into it. I think the reason that we've made it a little bit sexy is because we've focused on the aspiration. What I mean by that is for us it's not about vending machines, it's not about direct delivery, it's not about the means, it's about what we're achieving. From Snack Nation's perspective, we look at, "Hey, how much of these offices really care about healthy snacks?"

Not that much. What they care about is that their employees feel cared for. They wanna create an awesome office. They wanna create maximum engagement. I think focusing on the aspiration rather on just the mechanism and the way that that mechanism it always acted, that we've been able to make it a little bit sexier.

Jaime: No offence, but it's snack foods, but how do you make that impact with employees so that – you've probably heard this before, I'm preaching to the choir here. You're making faces. How do you make this snacking – how do you make anybody even pay attention to that? Because employees are usually like, "Eh, snacks," right? Am I wrong?

Sean: It's interesting. We are in a absolutely snacking generation, not only in terms of how we consume information, we're consuming it in smaller and smaller bite-sized pieces, getting hit up by all these different distractions and advertisements, and now it's but Twitter rather than longform blog posts.

The same thing is happening in food. Millennials actually snack more than three times their grandparents, more than twice their parents. Snacking frequency has done up 25 percent just in the last four years. The average millennial consumes at least – they're the first generation ever that consumes one meal a day purely as snacks, and the average millennial snacks almost four times a day.

Snacks are becoming more important, and at the end of the day, we are trying to say, "Hey, it's more than snacks. Actually, snacks are the category that impacts your health and diet more than any other category out there. If you're not snacking well, you're not gonna be eating well, and if you're not eating well, you're not gonna be productive, you're not gonna becomes most ideal version of yourself."

I think we joke around and know that snacks are just snacks and have fun with that kind of levity, but at the same time, we let offices and businesses and heads of HR know how important it is while making it sexy and making it more fun for the employee. It's not just about a bowl of Fritos or a bowl crappy – if you go into an office and you see a bowl of nuts and Fritos, that's not making anybody feel great.

That's not making anybody be like, "Oh, my office cares for me," but if you have an amazing branded selections that always rotated and meets their needs, then snacks become something more. I'm glad you asked that question because that's a big part of what we try to do.

Jaime: I'm really impressed with how you talk about it, and how much passion you have for it because in general, most people – and it might the term snack because it seems like it's sort of a second thought kind of a thing, but you're like, "No, it's sort of the meat, not just the potato. It's the meat that's so huge." How did you even start getting into this? Was it just you? Because I know it's a bigger company now.

Sean: Yeah, no, it's good question. Snack Nation formed out of H.U.M.A.N., which stands for Helping Unite Mankind and Nutrition, that we started back in 2008. H.U.M.A.N. actually sprung out of a company that I started when I was an undergrad. I was a sophomore it in school, an undergrad, and I thought I wanted to be a cardiothoracic surgeon, but along the way, I was like, "Okay, to be a surgeon, you gotta be in school a long time making no money, being really poor."

I was like, "I don't wanna be poor, and I don't wanna be poor when I'm in college. How do I make money?" I went to the undergrad gym, and I found that by working at Columbia's gym, I could make about $12.00 an hour in a place that smelled absolutely terrible, and I was like, "Okay, that's not that sweet. That's not gonna give me the fun money that I want in college," so I was like, "Well, what in I become a personal trainer?"

I realized that in New York City, a personal trainer, if you had a good clientele, could make $100.00 to $150.00 an hour, and I was like, "Wow, in college, that would be amazing." I became a professional private personal trainer in New York City. That was awesome, made some good money, was always popular amongst friends, probably for only that reason.

One day, when I was personal training in a New York sports club on 80th and Broadway, I saw a woman bay a Coca-Cola out of a vending machine at the gym, take a swig out of it, put it in the cup holder of a treadmill, and start running.

I was just like, "You gotta be kidding me. If here at a health club, we don't have access to the foods and drinks that we need to be healthy, what the hell is happening to the rest of the world?" What's happening where you are in Texas, and where I grew up in Northern Michigan, not always known as the healthiest states.

I realized that not having access to healthy foods is a bigger problem than fighting the problem after it's already occurred and somebody's already 200 pounds overweight and is at the cardiothoracic ward of Columbia Presbyterian.

That's when I kind of just said, "Jeez, why aren't there healthy vending machines?" I started a healthy vending company that actually turned more into an ecommerce company that I sold in 2007, and then started H.U.M.A.N. in 2008. Snack Nation came out of H.U.M.A.N. if a later cycle in the middle of 2014 and has been on a tear for the last year and a half.

Jaime: Wow, so it's not that old, okay. You've sort of always been in this industry.

Sean: Yes. Our focus has always been making nutritional foods, healthy snacks, healthy drinks, fresh meals, more accessible to people, make them more convenient because if people to not have access to something, nothing else matters. If you doesn't have access, your sedation and knowledge level doesn't matter.

We started with healthy vending machines in schools, hospitals, and health clubs, and YMCAs. We then found out that businesses wanted something more. Large businesses and break rooms, they don't really want vending machines.

Kids love vending machines. Adults, they want something more, so we ended up – we started providing full-service food delivery and setting up what are called micromarkets. It's an unattended self-checkout convenience store. Imagine a miniature Whole Foods inside of large break rooms with a touch screen kiosk where an employee can go and grab a meal, grab a snack, grab a drink, which can out with their thumbprint, and go back to their desk or go to the kitchen table.

Then what we found out in early 2014, we realized that 90 percent of our leads, 90 percent of the companies in organizations that were coming to us saying, "Hey, we want what you – we need access to healthy foods and healthy snacks and awesome stuff at the office. Please help us," they were too small. Micromarkets because they cost a lot to install and maintain, only work for organizations of more than 200 employees.

90 percent of the companies reaching us were less than 200 employees, so we said, "Why don't we do the same thing, but just deliver it via FedEx's backbone to these companies? We're the snack masters. We know how to curate. I consider myself the sultan of snacks. Why don't we just deliver direct to them?"

We delivered direct to them in 2014 and it just took off to the point now where it's actually our main focus today. It's been an evolution that I didn't have any sight on at the beginning, but we just constantly paid attention to the market, and adjusted as need be.

Jaime: How do they pay for them, though I could see them in Market A. It's interesting because people could just steal them. That was the whole point of the vending machine, right? Tell me more about that.

Sean: Yes. Great questions. Vending machines, they're nice because you can't steal from them. You can try to break the glass, you can do that, but they're pretty sophisticated now. There pretty tough to steal from vending machines unless are a real troublemaker.

Micromarkets are basically like a grocery store. What the explain to people first about micromarkets inside a break room are these open markets where you can just grab anything so employees could steal.

They could steal, but you know what? You can also steal pretty easily from a grocery store. A grocery store is actually one big micromarket. If you, Jamie, you're a very intelligent girl, if you really wanted to go into a grocery store, Whole Foods actually based in Austin, right? If you wanted to go into the major Mecca of Whole Foods there and steal something, I bet you could probably nine times out of ten.

Our loss percentage was around 1 percent of revenue of micromarkets because people typically, for one, we have cameras, but also, people aren't gonna steal a bag of chips or a drink and risk losing their job.

Jaime: Yeah, it's silly.

Sean: It wasn't that big of a deal. Snack Nation, really good question, is primarily for offices 98 percent. It used to be 95, but now, over 98 percent of the offices where we deliver Snack Nation to actually pay for the snacks for their employees, so it's fully subsidized.

Jaime: Yeah, that makes perfect sense, okay. It's just insane to sort of see your trajectory in general and how passionate you are for this. Tell me about how, and maybe we could maybe talk about it in terms of everybody else who's listening because it sounds like your mission is super clear, and it sounds like you know exactly where you're going with this mission, but most entrepreneurs don't.

Most don't even have a mission. They're like, "I just wanna make money. Can you please help?" You come from a totally higher level. Talk about that, please.

Sean: Yeah, so I think that, going back, I think having a vision and a mission of why you're doing what you're doing is the most important thing in business.

I don't know if there's anything more important because if you don't have such a strong why that, in face of even the greatest adversity and obstacle, it's even greater than you can even imagine, that you don't still come and say, "Hell yes, this matters to me and I'm going to get after it," you're not gonna last. Furthermore, you're not gonna make money. What I mean by that is that if money is a currency, money is a currency that follows value. Money itself doesn't have any inherent value. Money is exchanged for services and good that provide somebody else value, right?

What you should focus on, if you have a mission and you have a vision, that's going to provide benefit to the world, benefit to an industry, benefit to a specific person, even if it's super-niche, you focus purely on that vision, that mission of delivering that value, then the currency and the money will come.

I used to sit around the table and ask – I remember literally, in my first company coming out of college, having a mini board meeting, weekly board meetings **[inaudible] [00:20:10]**, "Guys, how do we make more money? "It was a circular conversation. It was the stupidest thing to offer.

It's not how do you make more money. Yes, okay, you can increase prices, you can negotiate better deals with your supplier, but the question is how do you provide more value.

You gotta start with a vision and a mission that is value-oriented because that's what's at the end of the day going to allow you to create more money.

I'm not saying don't have a business plan in some regards. You need to make sure that your vision, your mission, your why, is connected with a business model that will end up providing enough value to put value and money back in your pocket, but you need it.

We have a vision right now to provide to help transition 10000 workplaces into awesome offices over the next three years, and our brand promise for Snack Nation is to make healthy snacking fun, life more productive, and workplaces awesome.

Jaime: How'd you evolve to that, too because I'm sure it wasn't that Day 1, right?

Sean: No, the absolutely wasn't. It's been a constant evolution. I made big a lot of mistakes. We don't have a week to talk, do I can't tell you about all of them –

Jaime: Oh, we do. No, I'm kidding.

Sean: Yeah, the mistakes are – you learn a lot more from the mistakes and failures than you do the successes. Sometimes, the successes are harder to figure out why they were successful. The summation mistakes are easy.

I used to think that it was smart. When you're super passionate about something, I'm super passionate about helping people become the most ideal versions of themselves, and I think that if you're not healthy, you're not going to be the person that you deserve to be, that the universe wants you to be in this world.

I used to focus on what people need more than what they want. It's very, very admirable to try to influence people to change, but it's a bad business model. You need to figure out how do you deliver to people what they want, and in doing that, make that an amazing experience so that you can positively transform them into, perhaps, tapping into what they need.

I used to think that people cared as much about healthy foods and healthy snacks as I did. Boy, was I wrong. People just don't. You can tell my passion for this.

What I had to start doing is saying, "Jeez, these office managers, these heads of HR, these CEOs of these 75 employee companies, almost all of them aren't gonna care as much as I do about healthy food, but what they do care about is having an awesome place to work. They do care about if their employees feel cared for. They do care about how productive and engaged their employees are.

If we focus on that and use snacking and what we do as a mechanism to get there, then I can communicate with these people based on what they want rather than what I think they need.

Jaime: Yeah, instead of green juicing everything, you can be like, "No, you need – no, here you go," and it's like, "Okay, here, what do you want? All right, I'll give that to you, and then maybe we'll sneak in some green juices from behind," or something like that.

Sean: Yes, I mean, that's a pretty darn good analogy.

Jaime: Tell me, how many employees do you have in your company now? I do wanna hear about some of these mistakes, too, afterwards.

Sean: Yeah, well, I got a lot of them. Right now, we just surpassed 60 employees.

Jaime: Nice.

Sean: Yep, so 60. I think it's always funny because people say, "How big are you," and there's a lot of different ways to answer that. One of the things that I enjoy the most is building a great culture and creating an awesome team, creating an awesome office ourselves, but it's also funny because I don't think the purpose of business is just to get as many employees as you possibly can.

So many people brag, "Oh, we have 400 employees." Well, that's great, but that's not really the number to focus. It's, first off, how many fully engaged, fully productive, ROI-positive, happy employees do you have? If you have 60 and you could have 30 by utilizing technology or being a little bit smarter, that's not necessarily good business. I think we have a relatively efficient staff of just over 60.

Jaime: I love that, but most people don't understand because they assume the more employees you have, the more money you're making, and that doesn't necessarily mean that they're the same thing.

Sean: Not at all. I think it's so funny today, we've raised capital. We raised capital a year and a half ago, and there's this huge thing in Los Angeles, or Silicon Beach and Silicon Valley, "How much money did you raise? What's your growth rate? What's your revenues?"

First off, the purpose is to raise as little money as possible. That's not cool. To say that you raised $50 million, there's cool things. It's nice to get that validation. Now you have all this cash to go and create this impact, but the goal is to raise as little money as possible to create the impact that you wanna have.

Same thing with revenue. Revenue and growth it really cool, but it's only if that revenue and growth is leading to an eventual profitability.

Revenue alone, I know tons of – I mean, I've experiences where our revenue went up and our profits went down, so you just gotta think carefully about that. Be very careful about the vanity metrics, and be much more tuned in to what's going to impact you and your family, and profit's a pretty important piece of that.

Jaime: Okay. Is that the No. 1? What are your top three metrics that you use that you guys really pay attention to?

Sean: The most important metrics for us are retention. Since Snack Nation is a membership, this is not something like you can go to Costco and just buy some snacks, or you can go to Amazon and point and click.

This is a membership, and so we have members, we don't have customers. Our retention rate is the most important factor across our business because that, along with our net promoter score, is determining how good of a job we're doing.

Retention is very important. Lifetime value is second most important. Lifetime value is very similar to retention, except it also brings up the average value per month per member, so it says how much of that snack budget are we providing, and is that going up, or is that going down.

Then, I'd say the last metric that we're most attention is our LTV over cost – it's called an LTV offer CAC ratio. CAC is C-A-C, it stands for customer acquisition. It's basically how much are we spending to acquire new customers.

Obviously, profits, revenue growth, all those things matter, but if we have those three KPIs dialed in, we're gonna have a really awesome business.

Jaime: Thank you so much for saying that, too. I think a lot of small businesses don't understand that last metric very much. "How much do I need to put in to know how much lifetime value I'm gonna get out in the long run?"

Can you explain sort of a little bit how they could get that if they're a small business of maybe five employees? That way, they can actually do something with this.

Sean: Yeah, absolutely. Your cost of acquisition is basically, if you look at all of your sales and marketing expenses. Just look at over the others of a month, what are all of your sales and marketing expenses.

For you, that might be maybe you're spending on Google AdWords, maybe you have two members on your sales team, maybe you have a little bit of a marketing budget here and there.

You take that total, that total amount that you spent, and you divide it by how many new customers acquired. That's gonna give you a number. Let's just say that that number is $500.00. Then you look at, "Okay, what is the lifetime value of that customer? "For us, it's really easy because we are a membership-based business, so we can look at how much revenue and how much profit we're going to make on the average customer.

For us, that number's approaching $3000.00 of actual profit per customer. There's different metrics for different industries, but for us, if your LTV over CAC is greater than three, so as long as if your spending $500.00 on a customer, if you're making at least $1500.00 over the lifetime of that customer, that's a really good ratio.

If you're getting into the four to one, the $2000.00 for that $500.00, that's really, really strong. It's really important to know. If you don't have a membership business, let's say that you have an ecommerce store, whether you're selling infoproducts, or you're selling hard goods, you can look at how often does the average customer stay on board. How many times does the average customer purchase over the course of a year?

If you don't have these metrics, you can make some pretty good estimated guesses, but you just gotta be sure that your LTC over CAC ratio is above one because if your cost of acquisition is better than your lifetime value, you're never gonna make profits.

Jaime: Oozing money everywhere. You're only since 2014, so you technically don't know life, "Lifetime value of customer." You know two years' worth of information-ish, right?

Sean: Yes. It's not perfect, but we also can see it trending and make pretty good predictions based on that trends.

Jaime: Well, I say that because I think a lot of people will be like, "Well, I'm only just started," or, "I've only done this," and educated guesses is important also. It's as though we just throw that number out the window because we don't have all the perfect data.

Sean: Yeah. A lot of business is educated guesses, and that's okay. I mean, I think that so many entrepreneurs, and I can only say this. I don't mean to defer this to others, I'll just center it on myself, what I used to make a big mistake doing was worrying so much about the decision. Once you have enough potential information to make a decision, you need to make a decision, and you need to make that decision fast.

The innovation and success in business and entrepreneurship, in my machine, does not come from the decision. It comes from the iterations. Guess what? You're going make an educated guess. At least half the time, you're probably going be wrong.

Some months, you may be wrong 80 percent. It doesn't matter. It's as long as you're iterating and getting there, you'll get closer. If you're just starting, obviously, your ratio's gonna change over time, so initially, you're gonna be – you need go and spend a lot to guild up a business and to learn these things.

I mean, part of business is spending money to learn and to get the data that you need, so that ratio, your lifetime value over the cost of acquisition, that ratio's gonna be a lot smaller early on. It's gonna be really hard to assess. You can ratchet that up and down based on how much you wanna grow. Educated guessing is a big part of it, especially starting off.

Jaime: Well, I really appreciate you saying that because I think people don't understand that. How do you make decisions? Because I've seen this over and over, and I'm sure you have, too, with entrepreneurs in general.

They're like, "Wait," and I've done this, too. "I like data. I want everything. I want opinions from mentors. I want this, I want that," and then I'm like, "If I collect enough, there should be a yay or nay." There almost never is a clear yay or nay. You can find it from both sides, so how do you make shows decisions?

Sean: There's not a really easy way to answer this. However, I'll try. I think that it's, first off, very important to understand yourself. If you have not gotten a Kolbe test, I love Kolbe, K-O-L-B-E.

I think it's actually one of the best kinda behavioral assessment tools. Go and get a Kolbe test. It costs, I don't know if it's $20.00, if it's $50.00, but it helps assess how you think. One of the things for me is when taking that test, I realized that I'm a 9. I'm off the charts in terms of quick start.

Jaime: Me, too. What a surprise.

Sean: You, too?

Jaime: 9 quick start, and a fact finder, too.

Sean: You are a 9 quick start. I am a 4393.

Jaime: I can't remember my numbers. I know I'm a 9 quick start and a 7 fact finder, I think, which is ridiculous, also. I'm super-low on the other ones.

Sean: That's interesting. You're a lot higher in fact finder than me. What this tells me, this quick start, is I am constantly ready to launch to try things out, to check it out, and then wait for the market to give me feedback.

I don't need to wait, but what that tells me is that I actually need to surround myself with people and consciously get a little bit more data than I think that I need because of how fast I'm ready to go to market, or if there's not that big of a risk of being wrong in that first decision, then just go out and get market feedback right away.

If you, on the other hand, are my COO, if you're much lower, if you're a 3 on the quick start, then you probably need to temper that with launching when you are really thinking, "What's the minimum amount of information that I need to make a best guess," and just be okay with lack of perfection. I think that's the first thing.

I think another thing is really asking yourself, "What is the risk, what is the danger, of if I'm wrong? How quickly can I pivot?" So often, we think about the decision. We need to think about two steps down the road of, "What's the impact of this goes wrong?"

If you're making a decision about personnel, or a strategic partnership, or a technology that you need to build that's gonna cost you, whatever, $10000.00, or $100000.00, or whatever's a lot of money to you, then that's something where you need to set a timeframe to say, "Hey, we're gonna put this together in 30 days, and then we're gonna make a decision there."

I think it depends on what you're looking at, but I think for the most part, people wait too long. I don't see most people acting too fast. I see, for especially young entrepreneurs and early stage entrepreneurs, people waiting way too long to get market feedback.

Jaime: What is way too long? That's the thing, too. It's all relative, right? I think people are like, "Well, if it takes me three weeks, I need to…" What is too long? Are we talking about days, hours, months, weeks?

Sean: I personally believe that most decisions, that we gotta take ego depletion into account. Ego depletion is we all only have so much conscious energy that we can apply to each day. If you're completely burnt out at the end of the day, push whatever decision you had to the next day.

I think that most decisions can be made in a day. I think complex decisions require a brainstorm session with a mentor, which a friend, which somebody in your business. Allow that to marinate over a couple nights and come back to it next week. Most bigger decisions can be made within a week.

Those that require a month are the type of decisions that if you get wrong will mean that you wasted a lot of money or created a negative impact on your business that will be hurting you for three months or more. I guess you can just kinda look at that in that kinda timeframe.

Jaime: That's really important. I think putting numbers on it is huge. Even my team, they usually these questions, and sometimes, I'm like, "Ask me again tomorrow. It's not gonna happen today. Ask me again tomorrow," or I'll be like, "Ask me every day until I give you an answer because I know this is me just avoiding it as much as humanly possible, so annoying the crap out of me," and they love doing that, I'm sure. Jamie again.

Sean: That's awesome that you do that, that you say – there are some things that we **[inaudible] [00:35:55]** because I'm not ready or able to deal with this right now, but I want you to stay on me because I know that this is a quick decision. I just need to focus the energy to get it done. I think doing that is a really smart thing rather than just constantly pushing things off.

Jaime: Well, that's what I used to do, and that didn't work out so well, –

Sean: Me too.

Jaime: – so I had to go with something else, yeah. Everybody raise our hands. I know we have to start wrapping up right now, which sucks, but I wanna ask the same last question that I ask for everybody. I gave you a little bit of a heads up, but we'll see. What's one action, just one, listeners can take this week to help move them forward towards their goal of a million?

Sean: This will seem maybe a little bit less tactical, maybe less concrete, but I would really, really, really focus on what your morning routine is. I think that so many people do not have dialed morning routines, and your morning should be the time that you become the best version of yourself, that you establish yourself to absolutely crush the day.

You planned things out the night before, you get up, you focus on your most important No. 1 task, not 16 things, but your No. 1 most important thing to do.

Brian Tracy used to call it eating the frog. By after your morning, before you get into email, before you get into wandering, before you he get into all the distractions of life, maybe your other job, whatever it is, you spend that first block not only getting out of bed knowing exactly what you're going to accomplish right away, but actually achieving it so that once you hit all the other chaos of your day, that's done and you've made that progress.

I think that whatever you wanna do, whether it's focused on your health, whether it's creating a product, whether it's writing a new infoproduct, if you dial in your morning routine, it's going to pay so many – it's gonna have so many positive influence and ramifications in your life that I think that will be greater. If you doesn't have a super-dialed morning routine, it'll be greater than almost any other change you can make.

Jaime: I just interviewed right before you a guy that wrote a book. He's 78. He wrote a book called tough things first, and we were just talking about that. What's insane is I love hearing it from young people like you, but amazing to hear – he said he's been doing it since 1961 or something like that. You know what I mean? I'm like, "Ah."

It's insane just to sort of see what that main thing has done. What's that thing that they could do right this second to make sure that tomorrow morning is different than this morning was?

Sean: Immediately, whenever you're done listening to this, make sure that you are planning, you're locking in your calendar, your morning the next day, and you're planning exactly the next most important thing that you need to do to get you closer to your goal, and you're gonna wake up tomorrow, and you're gonna get that done. It's the next most important thing. Let's say that you have an idea for, I'm gonna use a analogy that's probably too cliché. You really wanna write a book, or you wanna create an infoproduct. The first thing to do is what? Maybe it's create an outline, it's a first version outline. You're gonna immediately block out a calendar tomorrow morning first things first to get that done.

Don't be crazy. If you typically wake up at 7:00 a.m., don't write that you're gonna wake up at 4:00 a.m., but just lock that in. Write whatever that next most important thing is, and hopefully that'll lead you to a habit of making it happen more often.

Jaime: Thank you so much. Everybody, make sure you listen to Sean and actually do it because if you don't, then you just wasted a whole bunch of time. Good job, guys. Thanks so much for coming on the show told. Where can we find out more about you and Snack Nation and all that fun stuff?

Sean: Well, I actually think, I was told by my marketing team that we created a splash page for eventual millionaire guests.

Jaime: Smart people. All right, where can we find that?

Sean: Yes. It's snackination.com/em, and I think you can get a, if you're a business, a qualified business, you can get a – actually I think it's anybody can get a free box of healthy snacks, but I think you have to pay $9.95 shipping and handling for your office. You get a big awesome sample box of Snack Nation products that rock.

You also, no matter what, get the surefire strategies for creating an awesome office. It's about a 100-page guide to creating an amazing workplace with a lot of tips and case studies, so everybody, just by going to snacknation.com/em, you can download that and get that for free.

Jaime: That's so smart, so use infoproducts along with the business that you're doing. Thank you so much. I'm so glad, after two months, we finally have a chance to do this, Sean. I really, really appreciate you coming on the show.

Sean: Thank you so much, Jamie, you're a rock star. Thanks for having me, and it's so nice to chat with your fantastic audience.

Jaime: Yay, bye.

Sean: Take care, bye.