



## EXECUTIVE SUMMARY

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### Highlights:

- Got started interning for a small dot com technology company while in graduate school in 1999, loved being part of a growing entrepreneurial company, but made the mistake of not getting any equity in the company, which was later acquired for \$42 million
- That experience showed him the excitement of growing a tech business providing great value for customers, helping them & helping yourself in the process
- Got his inspiring introduction to micro-credit for 3<sup>rd</sup> world entrepreneurs during business school. Last year they raised about \$40,000 for Kiva during their InfusionSoft conference
- Crowning achievement - #1 is having a great family. Next is the thrill of watching entrepreneurial employees make great things happen for their customers to grow their business.
- Single biggest mistake – In the early days they didn't have the discipline to cultivate a vision for the company that would fuel the progress and the drive. After reading *The Power of Positive Thinking* he began to think differently, then got into Jim Collins' work, *Built to Last* and *Good to Great*, and Michael Gerber's work around creating a mission for your company. Wishes he had done that earlier.
- Business owners need to step away from the business and have the discipline to define why they're doing what they're doing. That's what it comes down to, and it's not about money.
- Ideal target audience – A growth-oriented entrepreneur wanting to grow fast and who is spending time, money, and effort to drive traffic to their website.
- Originally the ideal customer was a savvy growth-oriented direct response marketer. More and more they've attracted a wide range of small business owners that want to grow with email marketing.
- Go to [www.InfusionSoft.com](http://www.InfusionSoft.com). Click on the demo video, and view the testimonials below.
- Their system ties together the customer database, email marketing, and e-commerce all into one solution. The #1 problem they solve is follow-up failure.
- Best big idea – Selling to groups in conjunction with joint venture partners, and making an offer to the group to bring on lots of new customers at once.
- Impact of being a giver – Must be founded in deep personal conviction. Everything we have has been given to us first, we're stewards of our blessings, which makes it easier to

part with time, money, and other resources. The joy and satisfaction of giving fuels us to want to give more. It spills over into giving from our businesses too.

- The concept of building a strong company that employs lots of people comes back to the heart of giving. It's a different outlook than entrepreneurs that don't want to hire people. Right hiring allows employers to give the joy of accomplishment to others, and lets others do things better than we could through their own passion & expertise.
- In micro-lending, it's amazing how much value is created by entrepreneurs who can do so much with what seems like a small amount of money in our culture. In repaying the loans, they accelerate the good to other entrepreneurs by keeping the money circulating.
- Rituals – personal rituals (health, spiritual, family, community) drive his capacity to do the business rituals.
- The business has a rhythm of meetings, analysis, evaluation, and execution to bring together the strategy and the operations of the business.
- Mon-Thursday at 4:04 there's a 15-minute standing huddle with his executive team. Each VP gets a 2-min hot seat to go through the numbers and get a quick pulse on all areas of the business. They break at 2:30 on Fridays to start the weekend early.
- They have a regular Monday morning meeting to go through numbers for the week, how the month is trending, about 15 minutes on any customer feedback or employee-related issues, then about 25 minutes on a "big rock" – a strategic or large operational issue that they want to work on.
- All weekly and monthly meetings start with a positive focus rather than dwelling on issues/baggage, then end with final thoughts so everybody has a chance to contribute.
- Monthly they have an off-site strategy meeting working on the quarterly plan. Quarterly they get off-site for two days to establish tactical operating priorities for the next quarter, and strategic exercises to make sure they're focused on the right priorities. Annually they do a 3-day off-site meeting – 1 day for big picture strategy, 2 days of doing quarterly operating plan. See [www.Gazelles.com](http://www.Gazelles.com) for more foundational ideas.
- This rhythm ties together strategy and operations, and gives you confidence every day that you're doing the right stuff.
- Anything you would have done differently to grow faster? He would have taken time to develop the values/purpose/mission earlier – to define the "why." Tapping into that bigger reason fuels everything we do, like living in color instead of black and white.

### Top 3 Takeaways:

- CLATE:**
1. In business you get to create a vision, then inspire everybody to be part of that vision, to contribute their creativity, their fire, and their enthusiasm for the end good of the customer.
  2. Don't get so mired in the day to day that you neglect to create a powerful vision that is the power source of what you do every day.
  3. Learn to embrace your mistakes, because in fixing them you get better and better – "Fail forward"

- ALEX:**
1. Giving through Kiva has an acceleration effect because the loans are repaid and back into circulation over and over, like compounding interest.
  2. All giving has a positive return, although that's not the main reason to give.
  3. Big ideas start little, and an idea becomes bigger through its execution.