### Local Business Hacks







Andre Cvijović

How to Inspire an Ownership Mindset in Your Team

#### **Dave Nicolanti:**

So I'd like to welcome Andre Cvijovic to our Local Business Hacks podcast. Andre, we appreciate you being on here just to let everybody know. Andre is a mentor, a friend, someone I look up to in this business, and he's a partner of mine as well. So Andre, I'm really looking forward to talking to you here, letting you share some of your insights with our audience. It's going to be some great stuff. Thank you for coming on today.

#### **Andre Cvijovic:**

It's my honor and my privilege, and I'm super glad to be today on your podcast.

#### **Dave Nicolanti:**

Hey, this is going to be great. You are the CEO and founder of Referrizer. So I know a little bit about Referrizer myself also, but why don't you give us an elevator pitch about what Referrizer does?

#### **Andre Cvijovic:**

Oh, wow. Where to start? In the simple form, Referrizer is built with a mission to help.

One of the hardest working people across the globe are business owners. Those people who are working over time, who are carrying multiple hats, who are doing day and night to grow their business, to help their clients who have invested their life savings, who invested all what they have in order to grow their business and really deliver the value to the clients. They are there.

They're passionate about what they're doing, but at the same time, they struggle to implement certain strategies to increase the number of clients. Everybody loves what they're doing, right? If I'm a gym owner, I love exercise. I love workouts. I love teaching clients in my gym, but sometimes it's not as easy to capture clients. Our mission is to help business owners generate more clients and keep more clients.

The biggest challenge today in the world is,kind of always was, and always will be, how to get new clients and at the same time, how to retain those longer. Referrizer built a set of tools that started the first pre referral program: How to turn existing customers in to promote your business. And then some of the businesses didn't generate referrals. And we had to ask them why.

We developed a reputation review feedback mechanism to ask them, "What do you think about this business that turns out to help them with the Google reviews and drives more traffic?" Then we built a loyalty program. Once we generated the clients, why didn't we keep the clients longer? And connect to the loyalty points. Everybody likes points. People are 58% more likely to go with a business that had a loyalty program than one without. And on top of that, our clients, you guys listen to this, become creative.

It's like, "Hey, I love what you're doing. But you know, we would love to have email marketing so we can use your referral program and ask people for the referrals". Guess what? We implemented it. Then, "We would love to have text marketing".

One of the clients says, "Andre, I get all these leads. But they're not converting. I get a bunch of leads from you guys. But not really clients, I don't know what's happening." Then we implement the phone tracking system. And finally it happens! He started recording those calls. The leads were generated. He started listening to those calls and guess what, Dave? He fired three people the next day, figuring it out that people are calling. They want to schedule a session, but employees are just overwhelmed, and they didn't do a good job.

By giving you an army approach from referral loyalty retention, email, text marketing, building a landing page and increasing efficiency of your existing marketing efforts with what we deliver to the businesses. I know it's a little bit longer than I guess, an elevator pitch, but we get to the 20th floor with this.

#### **Dave Nicolanti:**

It's a long elevator ride. I love it. Referrizere's a full suite of tools to guys out there listening. I mean, we understand that you have a passion, you started your business because of that passion. But what we see with small business owners, they love making food. They love seeing the people's reactions when they eat their food, or they love seeing someone transform their body and by working out. But they need a lot of help when it comes to some of the back office things, when it comes to running a business. And a big part is marketing. And that's where Andre has some options to help. I appreciate that long elevator ride. That was awesome. Tell me a little bit about who is your average customer, what kind of audience do you serve?

#### **Andre Cvijovic:**

Currently, 85% of our clients are in the wellness and fitness world. People who are working directly with the clients, they're local brick and mortar stores, where you go in and get a service. And then we also have about 10% that are in dental, chiropractic and other industries. On the top of that 5% is businesses like restaurants, real estate and so on. So we focus on local business. So if you have a local business, you need local customers to come and see you in store and visit your business. This is the target market that we can help. If you're an online business, e-commerce, we're not as strong there. We have a couple of clients that love us, but, I would say, for all brick and mortar businesses, we can help.

#### **Dave Nicolanti:**

That's awesome. You mentioned when you're going down that or going up that long elevator ride to get here, you talked about a lot of the problems that you solve. We don't need to go over everything, but give me Referrizer's biggest problem that you guys solve in your opinion. How can you help small businesses grow the best way?

#### **Andre Cvijovic:**

There are 10 of them that we solve. But the biggest one is what I figured out is leads. People need leads and you can buy leads. Businesses can go on Facebook and Google, pay the money, purchase the leads, purchase the clicks and that's it. Right? And that's how they're taught by advertising agencies.

But let me ask you a question: Why is there no advertising for a fruit called apple, not the Apple product, but fruit co-lab. But there's no commercials around it because nobody makes profit on it. If it's a regular commodity and quite frankly, everybody knows it's healthy, right? You don't need marketing. What's an apple in your business?

We figured out that the free stuff is usually overlooked. One of my favorites is a Google business listing maps listing Companies will spend \$300, 400, or \$600 on SEO on a monthly basis, even more, hoping to get results after six months. And usually they don't.

Then they blame the company and stuff like that. They get burnt out. They don't know that's the easiest, fastest, cheapest, most effective way to get to the top of the Google through Google reviews. It's the hack that is the fastest way to dominate. What you need is recent reviews and quantity reviews. And you don't need some special tools.

All that you need is ask a client, "Hey, would you mind sharing a review with me? Yes, I will. Here's the link." Send them a link. "Where is your page?" So they don't look around and try to find you online. So p one of the problems to solve and can help you later on is getting traffic. Don't pay for the traffic. Let me give you a quantity: If you have a good position, you can get literally value of over \$20,000 of free traffic from Google without paying for it. That's \$20,000 on Google advertising. I hope that answered your question, Dave.

#### **Dave Nicolanti:**

Absolutely. So we're looking at the biggest problem you solve is helping increase the company's exposure. And I know there's a lot that Referrizer does in the entire package, but I really love that hack for kind of working around that SEO. You're sticking to moving and getting away from that \$600 a month bill from SEO and getting similar results by adding those reviews.

#### **Andre Cvijovic:**

And results can be as soon as one month. And they're long-lasting results. It's almost like guys, if somebody gives you permission to put a biggest billboard on the fastest highway with the most traffic, the busiest street without paying for it, would you do it right at no cost? This is what Google has today. And I don't think it's going to stay like that for a long time, but today you got to take advantage of that.

#### **Dave Nicolanti:**

So I know I'm sure a lot of our businesses go and ask their customers for reviews. So what makes Referrizer different and how do you get reviews?

#### **Andre Cvijovic:**

If you tell your employees or yourself, you're asking for clients, I bet. And you cannot tell me if I'm wrong, but put a comment somewhere around this page. It's going to be, but you know, are you really asking every client? And are you afraid sometimes that, Oh my God, I didn't know if I should ask them. Maybe they'll give me a bad review and so on. Right. And do you know if they left a review? Right. And do you have a process in place? Asking for reviews for some people is tedious, boring, or they don't want to go back for reviews and stuff like that. Quite frankly, all good reviews come from your family and friends, and all bad reviews come from the bad employees and bad competition.

If you really want to get good quality reviews, you got to use some kind of reputation management system. It's an automated system that works for you with your booking system with your CRM.

As soon as somebody leaves your business, automatically follow up with a question: How was your experience? What do you mind sharing? Two minutes and tell us about it. That's step number one: Ask. Right? But automated. So you don't miss the beat.

Now you're going to say, Oh my God. Yeah. But I might have a bad client. I don't want to ask them. So the second step is to ask them first to give you their opinion: How did they like it?

What we do is we get them three smileys. I love it! A so-so Smiley, semi-sad smiley and an angry red color smiley that means 'never again'. Immediately, you're giving them a chance as never again. So what happens in Referrizer, you get a chance to filter? Pretty much says if never, again, I want to collect my feedback.

We are big believers. If you like it, tell everybody. If you don't like it, tell me so I can fix it that way. All bad reviews stay privately with you. So you can work to fix them. And all the good reviews reach Google and average results. Tell me if I'm wrong. But the average business owner gets about one review a month. If it's organic, if you wait for somebody to think about sending you, if you have a reputation management system, it goes between 8-sometimes up to 20 reviews-a month.

So you can increase the 800% number of reviews you're getting. And by doing that, again, increase your position Google, free traffic, and again, more customers.

#### **Dave Nicolanti:**

That's awesome. So I know. I know firsthand. I mean, a lot of businesses out there. Maybe they've been in business for two to five years. It's really common to see him have 5, maybe like, on the high end 20 reviews. That's right for a lot of business. 20 is a lot. So do you have any examples of how Referrizer what kind of results Referrizer has done for some of your customers?

#### **Andre Cvijovic:**

Pretty good question! I'm glad you asked that. So almost every client, right? It has the data or wants to use the system properly. I can say a restaurant started with us with 64 reviews, 3.7 star rating, barely making end's meet, right? Six years in a business. 10 reviews a year. Referrizer we implemented wifi data capturing after the phone call, all nine yards system, take reviews. In a year, they went from 64 to 600 reviews. Now there are about 800 something, right? So they jumpstart. Now if you look for Italian restaurants in this city, it always shows up first, their business changed completely. I have another example: a yoga studio, right? You can search for any yoga joint or just search yoga in Fort Lauderdale, Deerfield beach or Boca Raton. They have five locations, I guess. They started with 20, 30 reviews and in a year and a half with us-I don't want

They have five locations, I guess. They started with 20, 30 reviews and in a year and a half with us-I don't want to make this promise for everybody who's listening to this-but they went over 600 reviews.

#### **Andre Cvijovic:**

There are number one. There could be six empty spots and then somebody else, but literally if you searched for yoga, there's a yoga joint with 600 plus five-star reviews. And then you have somebody else with 47. Ask yourself: If you're a client and looking for the business, would you rather go to the one that's top rated, or would you settle down for two or three stars? And I have so many examples like this one after another. We could spend three days in this. But absolutely, we have 100% success in this for the people who really have that as a priority to improve the reputation.

#### **Dave Nicolanti:**

That's incredible. So you made a mention, I want to talk about the restaurant real quick. So you said they were 3 and a half stars or something when they started with you guys? If they're filtering the reviews and only doing the positive ones, what type of impact did it have on the rating? Because I know I look at what I'm looking on, Google for a place to go. I'll look at overall number of reviews, but I'm mainly looking at the rating.

#### **Andre Cvijovic:**

Correct? So this restaurant went from 2 from I think 3.7, something to a 4.6. By the way, quick question: how many five star reviews do you need to get to compensate for one one star review?

#### **Dave Nicolanti:**

A lot. You need a barrier to bury that bad review.

#### **Andre Cvijovic:**

You need 85 star reviews to compensate for one star review.

#### **Dave Nicolanti:**

One thing that I do know is for-which is important for all of you guys out there listening-is reviews really play a big role in Google. Everybody goes where to look for new business. They go to Google and some = going 86% of consumers shop and look at Google for searching out a new business. And they're like 10% go to YouTube, which is owned by Google. So Google ads obviously play a big part. I've seen stats where it's like a one-star increase or decrease. It was like a 14% increase or decrease in revenue, obviously, depending on the business. So that's one heck of an impact that you had on that restaurant. Cause that's something more reviews are nice, but you also build up the rating, which that's probably an even bigger impact in my opinion.

#### **Andre Cvijovic:**

Absolutely. And restaurants, I use that example because they're hard to optimize. They don't have data. They don't ask clients for the phone number. What we did is remarkable for fitness, gym spa, any wellness business, it's super easy. We connected the booking software. It's automated. You can see results literally starting in three days.

#### **Dave Nicolanti:**

So, great stuff, Andre. Let's, let's keep on moving. I could talk about this stuff with you all day. I love Andre's energy and he's just so into it. And this is just a blast to talk with you. One more thing about reviews: So do you automate that process? Sounds really impressive! How you do it and you get the results. Obviously. How can a customer do that on their own? I mean, we talked about them asking or being unsure about asking every time and what to take for a small business to do this without a service, like Referrizer?

#### **Andre Cvijovic:**

Great question. So if I don't have my tool, what I would do? I would print maybe the business cards, right? And ask them, Hey, can you leave us a review? Right? Share your feedback, put a QR code for them to scan it. And that would be one way.

Second one is I would ask, train my employees to ask for review, if you don't have this kind of feedback mechanism. So to prevent, just monitor who are the good clients and simply just send them a text that says, here's the link to my review page. Would you mind sharing a couple words? They will do it.

All that you're doing is automating the process. There's a way you can do it yourself and just make sure that you ask as many clients as possible. There is a difference, If you don't do it and let it, let it kind of organically

you ask as many clients as possible. There is a difference. If you don't do it and let it, let it kind of organically build your reputation. You have a chance based on our calculation: 0.05% of people will leave a review. If you have a system that continuously asks them, 5% will be people so it's like 10 times increase. So it's not magic. All I can do is keep either sending an email, or do you prefer a text or print? Something that they can easily access your reputation review page where they click to review.

#### **Dave Nicolanti:**

So that's great and put mean in so everybody could get these results and there's some time there's a man hours. There's some PR material costs there. And the cool thing you do, Referrizer there is just automate everything and save time, save money. You're not worried about training your staff to do that. You've focused on other things that they need to do as well. So awesome stuff there. Let's talk a little bit about Referrizer, Andre. So how many clients are you helping currently?

**Andre Cvijovic:** 

Glad you asked that! We just reached our milestone. So we have two groups of clients. We have clients who are using our freemium system. There's over 14,000 businesses worldwide from the US, Canada, ad all the way to Australia. And we have our 1000 people where we help them in professional services. Again, US, Canada and Australia as well.

#### **Dave Nicolanti:**

That is awesome. There's over 1000 paying members. That's incredible. And it's such a great impact on some of these businesses you're having. Do you have any story about a specific business and how you've kind of helped them grow or even transform their life or change their life? And you have any success story you'd like to share about how Referrizer can help a business?

**Andre Cvijovic:** 

You know what? I do planning. And uh, many of those I heard from the client, one restaurant is especially those, you know, skeptic ones that i says, I don't know. I'll try it for three months. I'll see what it does. This particular restaurant implements the data capture system to the phone and wifi and those little table stands. After three months, hurricane Irma hits Florida, and all the businesses are shut. And the state says on Friday, we are opening the businesses and it's already calm. Electricity is coming back into the city. So Thursday, he decided, I'm going to open Thursday. So what he asks is can I use my database in Referrizer with 900 contacts to tell everybody we're open? So it was Thursday, usually a slow day. They send a text. They had a two hour lineup and \$17,000 or revenue. It was a record day in the history of the restaurant on what was supposed to be the slowest day.

He says it was easier for me to reach the clients than my employees because all the cell phone towers are also down at that time. So that's one of the case studies.

Now, in Referrizer, we can also track revenue. We can track results and what we're doing on the cash side. So if you send emails, texts, campaigns, you'll know exactly how much money you get back. And I'm shocked because usually clients will not share with us those numbers, right? Oh, it works fine. Now, when you have a dollar amount, we can see that campaigns can generate from the bottom to \$1,000 per campaign, all the way up to \$20,000 for one campaign.

And that's what really empowers me. It gives me a drive every morning to say, Oh my God, this is awesome. And I love it. And we want to promote it even more. And one after another from the reputation, for conversion, for just giving people peace of mind. I have my very early clients, Mathias, who was texting me in the morning. He says, Andre, today's slow day. I have an empty schedule. You know, it can send a campaign out at 10 o'clock in the morning. So I chatted with him. I told him, you got to send just 400 messages. It's going to be enough to not send the whole list. One hour later, he says, Andre, people are calling a booking. It works two hours later at 12 o'clock. He's screaming on a message. "Oh my God, Andre, this is crazy. I already booked my calendar two hours later!", he says. "We're in trouble. We couldn't book more people. People are still calling. It's like creating a rage". Like, why are you sending the message when you cannot make it? So I taught him to be careful. I have an auto repair shop. This was one of the funniest stories. This was one of the funniest stories usually on. On Veterans Day, they send an email out to 5000 people that says "Today we are veteran family. We will give you free oil change". 7 to 10 people will come; they will honor the veterans with real change as a contribution. They did text marketing. Then, they get 97 phone calls in the first 55 minutes. So they call us: "Can you stop this madness, please? We cannot handle it." People start responding back: Why not taking my phone call if you're sending me a message and so on. So it really works beyond what you're used to if you do the things right. And we encourage people to use the system and follow our process. So you get the most out of it. Not more than then you can handle it and not less than that you're not getting enough results. Then we have one boarding team that guides you in that process.

#### **Dave Nicolanti:**

That's awesome. There's some great stories. I love one thing. I picked out from there, and I want to mention to everybody is just the power of having a database. And you mentioned that with that story about that restaurant at the beginning, if they don't have a database, which probably 95% of restaurants don't know who their customers are. And that's a perfect example as to why you needed a database and the benefits that you can get from having a database. So really powerful stuff. Great stories there, Andre. And so we've been talking a while under, I could talk to you all day about this. I love your energy, love everything here. I got two more questions here for you. So last one, I'm going to share it. We're reaching an audience of local business owners. It could be up your alley like gyms and massage and spa. It could be restaurants. Anybody locally that needs help growing their passion, growing their baby, which is what it is for all these people. So outside of Referrizer, or do you have any general hack that you can share with our business, with our business owners right now that they could use and start putting into effect right now?

**Andre Cvijovic:** 

Let me think of one. So what I like to think here is what's the, one of the challenges that business owners are facing that we are seeing on a daily basis. And many of you who are listening to this, you're advertising, you're spending some kind of money or time to bring the clients in. And you're seeing leads. I got a lead email and so on. So what I would say that you can do right now, this moment to double, to double the number of clients without spending any money, is this daunt weight. What I mean by that, if I'm looking for a gym and I open Google and to find a lead and an advertisement comes up and I go to a page and I would like to get a free week. And I put my number there and nothing happens. Then I go to another website. I grabbed another week or another workout, something like that. Personal training session, introduction, orientation, name, if any kind of deal. That's how our sense of urgency and whoever talks to me first, I am, I'm most likely to decide if you call me eight hours later or tomorrow. You're interrupting me with my dinner, with my spouse, that I maybe don't want to share that. Then I'm looking for the gym, right? That's kind of a personal thing. If you call me in two hours, it's already an interruption. What you need to do is call them as soon as possible, if possible, 60 seconds. So you gotta prioritize leads over existing customers, and instantly reach them, this is the fastest way to double your business without spending any additional money, and half the time. So whatever you need to do, either put the alarm on the lead coming in.

**Andre Cvijovic:** 

I remember, you know, when you're in, in ordering pizza, if you ever went to Papa John's to order pizza. So if you're there and you're in front of them, their phone call is more important than you there. Because if you don't pick up the order of pizza, they're calling competitors immediately. So even if you have a client, they're not going to walk away. They're nobody into your business. Pick up the call and call the leads immediately in the first 60 seconds possible. So that's the easiest way what's going to happen.

You usually have about 5%. If you're good, you have 15, 20% lead to client conversion, right? With this, you can

You usually have about 5%. If you're good, you have 15, 20% lead to client conversion, right? With this, you can increase up to 80%. So, guys, that is between 400 and 1000% increase, whatever the number is from five to 80, right? So 1600% increase is that. So do not wait! to add on if you, if you don't have a system, right, there are systems in place. We have one, we connect, but you don't have to use mine. All you need to do is put that as a priority and call them quickly. I hope this helps. And if I would love to hear your feedback and comment and tell us how it works for you, then.

#### **Dave Nicolanti:**

That is freaking awesome. And it's so important. And there are so many studies out there about time to response and the response time to lead and conversion rates. I love that. You said that because time is where the people want, what they want and when they want it. And I kind of jokingly call it a Netflix society. And you want to go on to stream your video or your episode or shows or your season series, whatever TV show it's at your command. You want to find a new place to go work out. We have Google in front of us. We can claim something from their website and be able to contact them right away. So important. It's so valuable out there, guys. Make sure you remember that one.

That's great. Andre. I love hearing that one. Last question for you. And so you guys kind of give me a little look, a little bit of a look behind the curtain. I know Andrew personally, and he's actually pretty reserved today, who is normally bouncing-off-walls-energy levels. But so I want you to want to scare people, right? Exactly. As I appreciate that too. So I want you to share with some of our business owners listening, it's kind of what your

passion is. What motivates you to wake up everyday and go and go to work?

#### **Andre Cvijovic:**

Wow, that's a good question! So there's multiple layers of moderation. One is the passion to, to what I build to help you guys who are listening, right. I really love marketing. I love helping people. I love solving the problems, right? And during the COVID really, we get even more inspired, more pumped to deliver ideas and solutions for you guys to not only survive, but to thrive. And we'll never stop innovating. The more challenges, the better it is for us, because we have more drive. If all of you guys have all the clients and you have no need for the clients, I will lose the purpose. Right? And I wish I get to that moment so I can focus maybe on something else. But really the goal is is helping business owners truly live their their life they deserve. I know so many of them don't take a lunch break.

They'll bring lunch with them. You know, their employees are traveling across the globe and they are not taking vacation like three days, like seven, forget about it, right? Cause they're all in. We all get promoted by business class, right? And they see that this is a luxury life. But Hey reality is they're the hardest working people. But what also motivates me to build this as the biggest company is financial freedom. Financial freedom for our team as well, restructured the way the company that everybody in the company is the equity owner of the company. They are the equity. And we want to make sure that when we go public and the company goes to become part of the public market. When on a stock market, everybody in the company can cash out on their equity and really get out of the financial slavery that we'll live in today.

And that's my personal mission. I want to make sure that we build this big enough so people can, can have one less problem to worry about, right? We are way more creative when we are, have nothing to worry about and we can put all the energy towards creativity. So that's the real reason. And there's a lot of things that I do on an ongoing basis to kinda increase energy. One thing that I consistently work on is the energy and it's morning routine from the morning till the evening, that becomes a part of my habit. I wake up really early. I like to exercise in the morning. I like to meditate in the morning to start with gratitude and appreciation for what we have. And I set my goals in the morning for the day and a seed of accomplishment. So, and then a healthy lifestyle, right?

A healthy mind is consistently focused on a positive outcome. And it's part of my nature, right? Seeing a problem, never as a problem, but always as opportunity. Because when something says the, the fire is burning the area, I say, "Great, the land will become cheap, right?" Just everything has opportunity. If you look from different angles, so whatever is happening in your life, and he says, "Oh my God, this is a challenge!" No, it's not a challenge! It's an opportunity to make things better because a lot of guys are facing the same challenge and few ways to lay it on just to solve some challenge on its own. It's not going to happen.

Just think about it: What's good about it. How can you take advantage of this challenge? How can you use it in your favor? Just ask yourself three questions. Those three questions you'll find the awesome answers that you will like.

#### **Dave Nicolanti:**

That's incredible. Andre. I love it. You gotta get one more bonus question. Now you know how just how you said that you have, you encourage your employees to be essentially owners of the company and share in the creative challenges and, and everything, the growth of the business. So you're a little bit different in your SaaS company, working with local small businesses. Is there any way that small business owners can get their employees?

They're all smaller than you are, but more involved and feel like they have actual meat and skin in the game where we get them to think more. So I had imagined the dream of every owner is to get every employee to act as if they're the owner of the company. Cause they're going to put their best foot forward every single time. Well, how could a small business owner do something similar like that?

#### **Andre Cvijovic:**

Guys, this is not a secret, right? If you have a good employee, a great employee who is aggressive entrepreneurship, always coming before everybody else, always staying late. You know what I'm talking about? Somebody who is incredible. Either they will leave you for another company who called and appreciated them more, but they'll start their own business. So both outcomes are bad for you.

#### **Andre Cvijovic:**

So what you need to do is make them own either their success and make their own part of the business. And I'm not saying a huge part. I'm just saying enough for them to feel it's part of their, their world. I think I read, uh, uh, from one of these marketing books, Ruth's steakhouse. In order to become a manager at a steakhouse, you gotta put \$25,000 out of college to get a job. You pay \$25,000 for the job. And then you work two years, first year for free, second year as a waiter.

And then in the third year as a manager, fourth year, senior manager. In the fifth year, they give you a chance to manage a whole restaurant and kind of own it. After that, they assign you at the hundred thousand dollars and equity of the business and to give you a restaurant to lead, right? And then, you know, everything you do is

not impacting directly on your equity, on your participation.

You're working for yourself, right? But you're not working by yourself. America is the biggest entrepreneurship country in the world. We've got to encourage that in, in, uh, in our team, we don't have employees in a company that says, Hey, do what I'm telling you to do. We are all teams. And we all work with each other and give people ownership on their success, giving them ownership of the company, giving them ownership of the time.

When we say in our company, flexibility, work any hours you want, guess what? People work more hours. I'm impressed. When I went back to my development team and I went in on a weekend, Sunday, I walked into our development office and I saw three people. They're coding. It's like, what the heck are you doing today? I was like, you know what? Tomorrow is a sprint demo. And I didn't finish the code. And I don't want other guys to deliver their stuff and I don't have it. So I kind of have to get it done. Right? It's their internal motivation, their internal competition. They want to become better. They are not even reporting those hours later on. I was like, you know, you clone yourself. You make other people be like you are. If you give people flexibility, take vacation whenever you want, guess what? They take less vacation just because they know they can take it any time, but they know this is job. And this is all our company and we got to get it done and they start thinking the same way as you did.

#### **Dave Nicolanti:**

So Andre. That was awesome. And I love you taking the time to go through and share your experience, share your knowledge with our listeners. And this is so fun. We're going to have to do this again, and we'll do this again down the road. And I'd love to invite you back on and have you back on here. And like I said, I love your energy, your experience. You're a blast to talk to. So we appreciate you being on here and sharing your wisdom with us.

#### **Andre Cvijovic:**

Pleasure guys. If there is anything else I can do for you, for the listeners, for anybody who needs any questions or challenges, right? Uh, just send us a question, put a comment, whatever you're looking, seeing, reading this, right? And you are helping us with our mission, your businesses, our mission, your, your contribution is our mission. We want to help you become better in what you do the best and, you know, let the marketing be done in an automated way, right? So you can focus and spend more time with what you do and also with your family and, and your available time, your free time that you want to do it for yourself. So, it was a pleasure, Dave. It was my honor privilege to be your guest here and looking forward to listening to your podcast.

#### **Dave Nicolanti:**

Awesome. So anybody who wants to find out more about Referrizer, we'll have your contact information in the show notes here. We'll have a little page we can direct traffic to. So I encourage you guys to talk to Andre or talk to our team, learn more about it, and maybe it's not for you, but it doesn't hurt to learn about something new that could work for you in the future. So, Andre, we love you, brother. We'll talk to you soon. We appreciate ya. See you later.

### Podcast transcript How to Inspire an Ownership Mindset in **Your Team**



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