With a little courage and a lot of determination, you can have the wealth and lifestyle you deserve.

Gary D. Green is one of America’s most successful franchise developers. He has created numerous national franchise systems which have awarded thousands of franchises throughout North America. Most of these systems have been rated #1 in their respective industries and have been recognized by national publications such as Entrepreneur magazine, Small Business Opportunities, The Wall Street Journal and Inc. magazine and have been featured on CNN Financial News. No Guts, No Glory! provides an inspirational message to people who are looking to create a better lifestyle for themselves and their families.

“When I found a business that excited me, I went with MY gut and jumped in. No more bosses or business travel! If you’ve ever thought of owning a business, learn from a man who has taught thousands of people to operate a small business.”
- Vicki U., Cincinnati, OH

“If you’re thinking of starting your own business or have a passion to succeed, here’s your first step: Read this book!”
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“A great book full of solid reasons to explore owning a business. Gary Green’s personal stories and common-sense advice add up to a great case for leaving your fears behind and taking the leap into business ownership.”
- Doug L., Steamboat Springs, CO

“Gary’s book is both entertaining and educational; giving people confidence to step outside their comfort zone, take control of their lives and pursue the lifestyle they’ve always dreamed of.”
- Jim M., Tampa, FL

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No Guts, No Glory!
The exciting journey of how to become a successful business owner and the rewards that come with it.

The Story of Gary D. Green
by David Lyman
No Guts, No Glory!

The exciting journey of how to become a successful business owner and the rewards that come with it.

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To those I’ve met who truly wanted to improve their lives and had the courage and determination to work hard and become successful business owners.
No Guts, No Glory!

The exciting journey of how to become a successful business owner and the rewards that come with it.

by David Lyman
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INTRODUCTION

“Gary told me one time that ‘your ultimate goal is to become the least important person in your company. When you can say you are not important, you have made it.’ I’ve never forgotten it.”

- Ralph Martin, longtime friend and colleague

Make no mistake about it, this is a business book. But if you’re looking for a book that’s filled with graphs and formulas and promises of getting rich quick, you should probably close the cover right now and find something else to read.

You’re not going to find that here.

This is a book about opportunities. It’s about ways to make the most of your professional life. Most of all, it’s a book that’s meant to inspire you.

But don’t kid yourself. You won’t find any half-baked schemes that suggest you can sit at home and make oodles of money.

This is a book about work. It’s about working hard. Working smart. And, ideally, working to give yourself independence.

So if you’ve finally reached the point in your life where you’re serious about working for yourself and having the lifestyle you’ve always wanted, keep reading.

So far, this may sound similar to many other books you’ve read about owning your own business.
You know – it uses words like “opportunities” and “independence” a lot.

Those things are easy to talk about. But how about “fear” and “failure”? Most business books avoid those concepts like the plague because they’re just too painful and too uncomfortable to deal with.

But those are very real emotions, especially for people who are thinking about starting their own business. So we’ll talk about them. And we’ll try to help you better understand them.

This book is also different because it revolves around a very unusual businessman, a guy named Gary Green.

_ I wasn’t sure what to expect the first time I met Gary._

A few months earlier, I’d stumbled across an article about him turning a piece of property into a dude ranch for corporate retreats.

It was a great tale. How this guy turned a simple farm into an incredible dude ranch complete with cattle drives herding Texas Longhorns, real cowboys and paintball in an old western town – all in Cincinnati, Ohio. Later, he turned the business into a non-profit corporation and grossed hundreds of thousands of dollars. And it all began when he started keeping a few horses in his back yard because his daughter loved them.

That was amazing enough. But there was more. At the age of 16, he started and ran a successful boat dealership selling ski boats. In his early 20s, his interest in monkeys led him to start an exotic animal
business. And it wasn’t just a hobby. He became one of the largest exotic animal dealers in the country specializing in domestically bred monkeys.

Clearly, Gary Green was no run-of-the-mill business type.

Initially, I contacted his office about writing a magazine profile on him and his enormously successful franchise businesses.

By the time I arrived at his office, though, I’d read many more articles about him. And I was convinced there was a bigger story to share. There might even be a book in it.

But as interesting as he looked on paper, I had to figure out if I actually liked this guy. He sounded like an irrepressible wheeler-dealer, a man who saw business opportunities at every turn, a man who was a virtual money machine.

But would he turn out to be one of those cutthroat businessmen? Was he principled? For that matter, was he even the kind of guy I’d want to have lunch with?

Still, I was fascinated by his business exploits. At the age of 11, he had turned his love of flea markets into a cottage industry. In his early 20s, he and his brother had owned a very successful business that operated a small county-owned airport. By the time he was 30, he was a frozen yogurt mogul with more than 100 locations. Because of his monkey business, some people still jokingly called him an M.D. – Monkey Doctor.

But I still needed to know this – if I couldn’t relate to him, how could a reader?
So it was with more than a little hesitance that I wandered into Gary’s office in suburban Cincinnati, Ohio one summer day.

We talked for nearly two hours.

We talked about business. We talked about writing. We talked about travel. And work. We talked about ideas. And we laughed. It was all very comfortable. In the middle of it, he said something that really struck me.

“Look, I’ve been very fortunate in my life. I think you have to have a passion. You have to have something that guides you, something that shapes you, that drives you. I’ve had those passions. And I’ve been able to live them out. I just know that I’ve been a very lucky man.”

It was fascinating. I’ve met very few successful business people who would say they were “lucky.” Often, their egos are too big to say it. Also, it was a very personal thing for him to reveal to someone he’d met just a couple of hours earlier. I also liked a businessman who could talk about his passion for life. It was unusual. And honest.

At this point, Gary had me thinking about my own life.

Three years earlier, I had left a successful career in the newspaper business to take a one-year assignment traveling and writing for a Scotch Whisky company. It wasn’t about the liquor. I don’t even drink. But the idea of traveling wherever I wanted on someone else’s dime was too much to resist. I bailed on my job and hit the road.
My friends thought I was crazy to leave a good paying job with first-class benefits for something that was guaranteed to last just one year. But I’d thought it through. This was a good decision, a decision that would improve my life and enhance my career.

Now, more than four years after leaving the paper, I’ve never regretted the decision.

So when Gary talked about following your passions, about investing in your own future, about being bold enough to embrace change – I knew exactly what he meant.

So when I proposed the idea of writing a book about him and his work, it seemed completely natural. I thought he had a story that was worth sharing. And having completed this book, I’m more convinced of that than ever.

I’ve spent hours talking with Gary. I’ve also spoken with friends and co-workers and people who are making a great living with the franchises he founded.

And if there’s one major lesson I’ve learned from all of this, it’s that there’s nothing revolutionary about any of this.

It’s not rocket science. People have been working for themselves for centuries. That doesn’t mean it’s easy. But it means that it is well within your reach.

You know that old Chinese saying that the journey of 1,000 miles begins with a single step?

Well, it’s true. If you really want change in your life, you have to conjure up all the nerve you can and take that first step.

Make a change. Take control of your life. Today.
CHAPTER 1

FEAR, CHANGE & COURAGE
What are you waiting for?

“Success is nothing more than a mindset.”
- Gary Green

Fear is an odd way to start a book that’s supposed to inspire you.

After all, fear is something that holds us back. It limits us. Yes – fear can be a good thing. But in business, fear can keep you and success apart.

“I hear people talk about fear all the time,” says Gary. “They don’t actually use the word ‘fear.’ But that’s what they’re describing.”

Often, when people visit Gary to talk about joining one of his franchises, they assure him that they’ve always wanted to be their own boss, that they want their own business and want to be in charge of their own lives.

And every time he asks them this – if they want it so much, why haven’t they done it already?

“I don’t have enough money to do it yet.”
“My 401K is worth half of what it used to be.”
“But what about a steady paycheck?”
“I’m just not ready.”

Bottom line: They’re frightened.

Their fear isn’t completely unreasonable. If you already have a good job, why would you walk away
from the security of a steady paycheck and generous benefits?

There are a couple of key words in there, though; "good" and "security."

What exactly is a "good" job these days? Is it enough to have a job where you can make the mortgage and the car payment? Where you’re always on a tight budget? Or do you want more? Do you want to be in charge of your own schedule? Of your own decisions? Spend more time with your family? Travel more?

Maybe what most people regard as a "good" job isn’t good enough for you.

And then there’s "security."

In today’s business world, there is very little that is truly secure. Companies have laid off millions of employees who thought it would never happen to them. They’ve moved manufacturing overseas. They’ve outsourced middle management.

In short, there’s almost nothing that you can truly count on except yourself.

So here’s an exercise for you.

For just a moment, think of your career as an investment. Instead of investing in a stock, though, you’re investing in yourself.

How is that investment doing these days? Have you made the most of it? Have you invested it wisely? Has it returned the kind of dividends you expected?

If you’re like most of us, the answer is “Probably Not.”
Why not? It’s your career, after all. It’s your life. In all likelihood, it’s because making that investment – improving yourself – involves change. Change. Now that’s scary.

“People really don’t want to step out of their comfort zones,” says Gary. “And I can appreciate that. But the reason most people never become successful is they don’t ever escape those comfort zones. They develop a false sense of security.”

You know how it goes: You have a job. You may not love it, but at least you’re employed. You get a paycheck every two weeks, you have health insurance, you can pay most of your bills.

“It goes on and on and on,” says Gary. “Every five years, you’re getting a new job – if you’re lucky. But in reality, you’re really just starting all over again. You never have a chance to really grow and secure your future.

“That’s fine if you’re 30 years old. But now you’re 35 or 45 or 50. At what point do you stop starting over? All of a sudden you’re 60 or 65 years old and you’re looking at social security and . . . well, that’s no way to live your life.”

The only option is to change your life.

Most of the people who get in touch with Gary are looking for change. Or at least, they think they are. Why else would they be there? They can tell you all sorts of changes that other people should make. It’s easy to give someone else advice. But they don’t know how to bring change
into their own lives. Change is unnerving. It’s
unpredictable and it’s filled with uncertainty.

“So what I explain to people is that the
opportunity is in the unknown,” says Gary. “If you
truly want to be successful, you need to step out of
your comfort zone.”

If you’ve ever met someone who’s truly
successful, one thing you’ve probably noticed is that
they always push themselves, that they’re willing to
make themselves a little uncomfortable.

But here’s something that few of us recognize. It’s
not really the change that’s so scary. It’s the transition.

Look at it like this. Many of us would love to lose
10 or 15 pounds.

The change we’re after – being 15 pounds lighter
– isn’t really the problem. It’s getting there that’s
tough. It’s the transition. It’s the things we need to
do to lose those 15 pounds. Cut down on the carbs.
Consume less sugar. Drink less beer or wine. Skip
dessert. Exercise. Those are the things that are tough.
Those are the things that are hard to do, that demand
discipline.

Everyone insists they want to get there. They
want to lose those 15 pounds. And that’s probably
ture. But most of them aren’t willing to make the
commitment to get there.

That’s where Gary comes in.

“Everyone says ‘I want to own my own business.’
That’s because they envision all the benefits; more
income, more freedom, no boss. But nobody ever
says ‘I want to start a business.’ And why? Because it requires a lot of work. And because it requires a period of transition that frightens them.

“What I try to do is help people understand that if you want to make that change and enjoy the benefits that come along with that change, then you have to go through a transition, you have to take a chance. You have no choice. And what people also don’t realize is that the only way you will ever make a change is if you have a vision or a goal.”

When it comes to losing weight, for instance, the goal may be to fit into a new bathing suit by June 1. Or to get back into those nice slacks you bought five years ago, but only got to wear a few times.

Ask people why they want to start their own business, though, and they’ll say they want to travel more. They want more leisure time. They want to put their kids into the finest college. They want to own a beach house or live on a golf course.

But all of those things take money. And that’s what people don’t say. They don’t say “I want to make more money.”

All those other goals are fine. And they’re good goals. But step back for a minute and look at them. It’s simple. Nearly every vision or goal has a financial component to it. If you don’t have money you can’t achieve any of them.

“It takes guts to do it, though,” says Gary. “But if you don’t do it, you’ll wake up 10 or 20 years from now and ask yourself ‘why didn’t my life turn out the way I thought it would?’ “

It comes back to that same answer: you’ve got to
take control of your own life. And it takes time to make money, so you’ve got to do it now.

Owning a business is a little like having a baby. There’s no best time to do it. It will change your life. You may lose a little sleep at first. But in the long run, it may well be the best thing you ever did for yourself.

You’ve probably seen those little pins that say “This is not a Dress Rehearsal. This is Life.” I’d make one little change: “This is YOUR Life.”
“I was an Operations Supervisor for a large manufacturing company,” says Angel. She’s 45 now, living in the South and the owner of a Caring Transitions franchise. “I’d been there 20 years. But I’ll tell you, I was so tired of corporate America.”

It wasn’t her co-workers that were the problem. It wasn’t the work, either. Or the weekly paycheck and benefits. They were definitely a plus.

But like a lot of us, she felt a vague sense of dissatisfaction about her life. She couldn’t pinpoint exactly what it was. One of her friends called it a mid-life crisis, but Angel laughed. It wasn’t really a crisis. She could have continued like that for years.

“But I knew I didn’t want to spend my last 20 years giving myself to another company.”

Then, suddenly, her life turned upside down. Just after the Christmas holidays, the company announced massive layoffs.

Angel was stunned. She’d made it through three rounds of layoffs. She just didn’t see this coming.

“It was brutal,” says Angel.

She was a senior employee. And because she was highly regarded, the company made Angel an offer. If she was willing to relocate to Wisconsin, she could keep her job.

“I lived in a cold climate for 15 years when I
was younger and . . . well, I just didn’t want to live through those winters again. I’m too old for that. I didn’t want to leave the South.”

So in the end, her friends turned out to be right. Her sense of unease with her life had turned into a legitimate mid-life crisis.

Amazingly, Angel wasn’t panicked.

“I was raised in a pastor’s home, and I just knew in my heart that something would work out for me. Something good. Something that was right for me.”

As it happened, the seed for that good thing had already been planted the previous year.

She’d attended a wedding in Texas about six months earlier. While she was there, she met a woman who did senior moving and estate planning for a living.

“I was enamored with the whole concept. I’ve always loved estate sales. But the idea of making a living by helping people downsize and plan the simplest ways for them to live . . . well, it was something I’d never considered. It just struck a chord with me.”

So when the bottom dropped out of her professional life six months later, she started her research.

“Working for myself is something I’d wanted to do for years. But until the rug was pulled out from underneath me, I don’t think I would have had the nerve to do it. So here I was. But I needed to find something and get open for business. Fast.”

She went to the library and searched through magazines. She browsed the Internet.
And suddenly, there it was: Caring Transitions. She liked what she read about the company and about the idea behind it. Even better, *Franchise Market* magazine had ranked Caring Transitions as one of the nation’s Top 200 Franchises. And, since start-up money was a concern for her, she was reassured when she read that Caring Transitions was listed as one of the nation’s Top 100 Low Investment franchises.

What she liked most about it, though, was that Caring Transitions focused on all the same things she valued. It was about helping people. And since the franchise fee was affordable, it seemed a perfect fit for her life and her interests.

“My mom and dad had concerns about it,” recalls Angel. “I’m single. I have never been married. They just worry about my retirement and my future. As it turned out, they didn’t have anything to be concerned about.”

Not that the launch of her company was completely smooth.

“Gary said it would be lots of work. And he was right. But that didn’t frighten me. I’ve never minded working hard. It was just the initial set up and the administration part of it. See, I’m all about being with the people. But I’m not so much about being with the paperwork.

For Angel, the best part has been helping people make difficult decisions in their lives.

“But getting started and learning how to market my business and everything in between – that was very overwhelming. But the Caring Transitions
training taught me how to handle all of that step by step. I couldn’t have done it without the training. Once I got past that, it was smooth sailing.”

And very quickly, she found that the expertise she feared might take a long time to acquire has developed very quickly.

“My sister was the executor of the estate for her elderly neighbor who passed away. She’d already spent two months putting together an estate sale. I said ‘Amy, you’re too attached to things. You need somebody to put this together for you’.”

Angel stepped in and immediately found that her sister’s lack of expertise could prove costly.

“As soon as I got there, I saw that she had stuff you could sell for 20 bucks priced at 50 cents. And it was just because she was tired of looking at it and didn’t know any better!”

Angel showed up, price tags in hand. Five hours later, they were done.

The result?

“The estate sale was over and it was a huge success – better than we imagined.”
CHAPTER 3

WHY LISTEN TO GARY GREEN?

“Success seems to follow Gary. That’s a powerful aphrodisiac. Everybody wants to be a success.”

- Mike Stuart, longtime friend and business colleague.

Why listen to Gary Green?
By his own admission, he’s a pretty average guy. Average height. Average weight. Average looks. Average intellect.

“I’m not even the smartest guy in the room,” he told a group of us one day.
Maybe not. But he is a remarkably successful businessman. And he has been for most of his life.
So how does that happen? How does one person get to be so successful and the rest of us . . . well, we don’t?

“It was my father who taught me how to make money,” Gary mentioned one day.
But it didn’t happen in the way you might think. Gary is, in every sense, a self-made man.
When Gary was 8, his dad, the owner of a large land development company, put him and his brother, Mike to work. Don’t worry – no child labor laws were broken. He just wanted his sons to learn the value of money while they were still young.
The lesson? A simple one. There are no handouts. If they wanted money, they’d have to earn it.

“So when all my friends were at summer camp, he would have a laborer pick us up at 7:30 in the morning and we would work all day digging ditches. Sometimes we’d hide in one of the apartment complexes to avoid working. But eventually, someone would find us and we’d have to start digging again. We were making 35 cents an hour. I must have been a hilarious sight. My father always had me wear a uniform shirt like everyone else, but the smallest size they had was for a grown man – it was six sizes too big for me.”

When it came time to pay the boys, Gary’s dad didn’t put the money in the bank. Instead, he made a record of their earnings in a small black book that stayed in his pocket. It was almost like a personal passbook.

“That became my spending money,” says Gary. “I remember going to a restaurant one time and I really wanted a pack of gum. ‘No, you’re not getting it,’ his father said. But I kept begging. Finally, he said ‘OK. You want it, it’s costing you 10 cents.’ He bought it and then he deducted 10 cents out of the book. I’ll never forget that.”

One other thing he never forgot was that manual labor was tough. And the return for all the sweat wasn’t very good. You don’t have to be very old to realize there might be more profitable ways to use your time.

Soon, Gary’s fledgling business career took a more entrepreneurial bent.
Smitten by flea markets, he decided that he wanted to get into the wheeling and dealing himself. He and a friend asked their parents if they could take a few unused items around the house down to a local flea market and try to sell them.

Within two weeks, all of the “stuff” was gone and the boys had made $800.

For most of us, that would have been the end of the story.

Not for Gary.

They started shopping around at other flea markets, buying things they thought were underpriced. When they had enough, they set up their own booth again and started selling – with new, higher prices.

The result? A profit of $100 per weekend. Not bad for a pair of 8-year-old boys.

The story doesn’t surprise any of Gary’s longtime friends. Indeed, it’s the sort of thing they’ve come to expect of him.

“Gary recognizes business opportunities that other people don’t,” says Mike Stuart, a longtime friend and business colleague. “There are many, many things that go on around us every day that you and I take for granted. But where the rest of us just see a problem that we have to deal with, Gary sees an opportunity and he figures out how to make it work.”

Back in the early 1990s, Stuart was a senior vice-president for a large regional airline. In order to have a steady flow of new pilots, the airline bought a large flight academy in central Florida. Within a few years,
though, what had once been a successful operation was losing money.

Obviously, the new management running the academy didn’t understand the business. Stuart was desperate for someone to turn things around. So he started asking friends and colleagues for suggestions. One of the people he deferred to was Gary’s brother, Mike Green.

“I remember the day perfectly,” says Mike Green. “As soon as he described the job I thought of Gary. And I told him so. ‘I’ve got to tell you, the best marketing guy I’ve ever met is my brother, Gary’.”

After meeting Gary, Mike Stuart agreed and asked Gary to join the company. But since he was tied up with his other personal business ventures, Gary said he could only devote one day a week to physically being in Florida. The rest of the work would have to be done by telephone, email and fax from his office in Cincinnati. In fact, even today, Gary jokingly refers to it as his “Wednesday job.”

Once again, it was Gary’s passion for something – flying, in this case – that guided his decision.

“It wasn’t the money,” says Gary. “And it wasn’t that I needed a job. In fact, I had to figure out how to fit it into my schedule. I just thought it would be fun – and a personal challenge. How cool would it be to be involved with an airline? So I did it.”

Perhaps one day a week would be enough, thought Stuart. So he agreed to the arrangement. It’s a decision he’s never regretted.

“Before Gary joined our business, it was unheard of for us to have someone who was actually a pilot in
one of our ads. So when Gary decided to do that . . . well, it was considered quite radical. We used to say things like ‘I got my pilot’s license and I’m flying at XYZ Airlines.’ Sometimes ads would talk about the process – you know, how we offered the necessary number of hours of flight instruction to get your commercial license. Gary said ‘Forget all that. People who come here want to fly. That’s what we should be selling.’ And so we did.

“The approach couldn’t have been more straightforward. What these people wanted were jobs as pilots. And because we were the only academy owned by an airline, we had access to pilot positions that no one else did. Gary knew that was our competitive edge. So he made sure those jobs were reserved for our graduates. And he also made sure that everyone knew it. It was a direct and simple message. Gary understood that.”

The academy’s fortunes quickly turned around and within a year, multi-million dollar losses were replaced by million-dollar profits.

“And they went up from there,” says Gary.

Not all of us are entrepreneurs, though. Not in the way that Gary is. Not all of us can think so quickly on our feet or are as comfortable walking the business tightrope like he does. That’s one of the reasons he decided to franchise his various businesses.

“There’s no shortage of great business people out there,” says Gary. “But starting a business is
completely different from *running* a business. There are so many different things you have to do when you’re starting a business. No wonder so many people fail at it. What we do is de-mystify the process. It’s like we’re giving people a turn-by-turn road map to setting up their own business.

He’s not saying that it’s simple. Owning your own business is hard. And it takes a lot of work and commitment. But it’s not impossible, either.

“A lot of people think that to be successful, you have to come up with the greatest widget and you have to be the first one on the block selling it. The problem is that if you *are* the first one, a lot of people don’t understand who you are or what you’re offering. And you know what? More often than not, that leads to failure.

“What I believe in doing is taking something that there is already a proven need for and then building a better concept around it.”

The fact that Gary picks the hottest industries makes a big difference, as well. Don’t just take his word for it. His companies have been recognized for their excellence by leading national publications and media outlets like Inc. magazine, *The Wall Street Journal*, *Entrepreneur* magazine, CNN Financial News and others.

“Strong brands. Smart marketing. That’s what I do.”
I remember when Gary was 16 years old and selling boats out of my parents’ back yard. It was his first real business where he had a lot at stake. He had financed it with a bank loan that my father co-signed. Needless to say, he was nervous. He believed in himself, but knew he had to run it like a real business because he had so much on the line. So he really had to focus on keeping costs down while he grew the business.

He called it Green Marine. And he wanted it listed in the Yellow Pages.

But it was going to cost him $50 a month, which was a lot of money back in the mid-‘70s. Especially for a kid still in high school.

So he called the phone company and instead of asking for a business line, he said he wanted a residential line installed. It was less than half the cost.

He told them his name was Marion Green, but Marion was spelled M-A-R-I-N-E.

You know how they list names in the White Pages? With the last name first? So when you looked in the book, it was listed as Green Marine. Exactly what he wanted.

And the best part? It cost him only 12 bucks instead of 50.

He was just 16, but he managed to grow Green Marine into one of the manufacturer’s largest dealerships in three states. He has that same mentality today – work hard, keep your costs down and, in the end, it will pay off.

- Mike Green, Gary’s brother
CHAPTER 4

Victoria H., Home Helpers® franchisee

It had been a blissful six months for Victoria. She and her husband had adopted a baby from Guatemala. And she had the luxury of leaving her job with a global phone company to stay at home with her new daughter. But she knew it wouldn’t be permanent.

“I knew that I would have to go back to work,” says the 42-year-old Home Helpers franchisee. “Staying home would have been ideal, but based on our family income, I knew I’d only be able to do it for a few months.”

But there was a problem. Going back to the phone company wasn’t an option. And she was concerned about going back to an earlier line of work – pharmaceutical sales. The money was excellent. But it demanded lots of time. And there was always the possibility of travel, as well, which didn’t sit well with her.

So she started to search for something new, something different. “I was very focused,” recalls Victoria. “Maybe something related to nursing homes or long-term care.”

But the money in those fields proved too little, so she broadened her search.
“I started looking at medical supply sales, because it was closer to the work I had done with pharmaceuticals. And then Home Helpers popped up. It was a fluke, really. I had never heard of Home Helpers before. And I thought it was really cool that you could buy into this and have your own business.”

She was still wary, though. After all, she wasn’t really looking to own her own business.

“Remember, I was from corporate America. I’m a very driven person, but never one who would go out on my own. That was my big fear. I liked the security of working for someone. The job was my safe haven.”

But the more she read about Home Helpers, the more she was taken by the idea.

“I have always been very passionate about keeping people out of nursing homes, if possible. So I loved the concept of Home Helpers right away. Keeping people at home. That really sparked my interest and made me want to look into it more.”

So she did. She came to Cincinnati for a daylong Discovery Day, where she heard all the details about how Home Helpers worked. She heard several people involved with the company speak, including the founder, Gary Green.

“I remember Gary saying that, aside from the work, helping people like this really is a good feeling. ‘Wait until you experience it,’ he said. He made me realize with my sales background and because I’m so passionate about keeping people at home, that it would be a good match.

“I think my decision has been dead on the mark,”
says Victoria. “I feel great about what I’m doing. It’s like I’m on my own. But I’m not alone. I’m guiding this business. But I’ve got so much support from the Home Helpers corporate office. They were right. This really is a good feeling.”
When I was 10 or 11 years old, my family moved into a new house. But instead of hiring moving vans, my father had four of his guys do the job with dump trucks.

I had to help load and unload them. That must be where I get some of my tightness from.

But it’s taught me a good lesson, too, about when to spend and when to save. Those are some of the basic principles we try to instill in our franchisees.

Let me assure you, though, if I ever move again, I won’t be doing it in dump trucks.

- Gary Green
Quentin H., Fresh Coat franchisee

Quentin Hatfield didn’t expect to become a Fresh Coat franchisee. He was already retired. In fact, he’d been retired for nearly three years.

But it became evident that retirement wasn’t all it was cracked up to be. After 28 years as the CEO of three different companies, the idea of not working was great. But the reality of it? It was a completely different matter.

“I will never retire again,” says the 62-year-old. “I just didn’t like it. I have too much of a penchant for being busy and being around people. So count me out, when it comes to retirement. I’m done with it.”

But when he started looking around for a way to get back into the work force, he didn’t want to get back into the same sort of work he’d been doing before. At his last company, he had 1500 people working for him. The pressure and the stress were huge.

“I didn’t want to get back into that rhythm again,” said Quentin. You see, the one positive aspect to retirement was that he finally got to spend more time with his wife. And he didn’t want to give that up when he went back to work. He wanted to keep living a real life.

There was one more complication; he was preparing to make his third move in three years. He’d spent most of his career in St. Louis. But he
reired to Lexington, a city he and his wife had always admired. Now, on the brink of starting over in business, he was moving to Tennessee to be closer to their one grandchild.

Because Quentin didn’t know the area very well, he contacted a business broker, someone who would do much of the legwork of finding him an appropriate business to buy.

They looked. And looked. And looked some more.

They found a business, but the deal fell apart. Then the same thing happened with a second company. And a third.

But during his search, Quentin had come across one of the companies that Gary founded. He looked into it. He liked the business plan. But he wasn’t sure that the business itself was the best fit for him at this stage in his life. Fortunately, Gary has other options. Quentin looked through them all, and the one that made the most sense to him was Fresh Coat.

“I went up to Cincinnati to visit them for one of the Corporate Visit Days and I really liked what I saw,” says Quentin.

For many of the other people who were there, Fresh Coat would be the first business they owned. But Quentin looked at everything with different eyes. He already knew about running a business. He knew the questions to ask. And, more important, he knew the answers he wanted to hear.

They were all there.

“There were just so many things that were attractive about what I learned,” says Quentin. “To
start with, I think it has a good business model. It makes sense, you know – people are always going to be freshening up their homes. I also liked that it was a low cost threshold to get in.”

Despite all the signs that were telling him to go ahead, he had friends who were skeptical. Not about the business itself, mind you. They were skeptical whether Quentin should leap into the middle of such an uncertain economy.

“They thought I was crazy to launch a new business in this business climate. But if I can make it in this economy, I can make it in any economy.”

Quentin wasn’t trying to show his friends what a savvy businessman he is. He was looking for a business that was practical and realistic and had a good likelihood of succeeding. And the more he looked at Fresh Coat, the more it satisfied all three criteria.

“You know what finally sold me? It wasn’t the business model, because that already made perfect sense to me. But during the Discovery Day, they started talking about painter horror stories. You know the ones; when the painter doesn’t show up. Or when they get the job half done and never come back. Or when they leave the place more of a mess than they found it. Everyone has a story like that. Even Quentin.

“It was right then that I decided to do it. If everyone in this room had experiences like that, I knew that all I had to do to offer people a better option was to show up, do good work and be honest with our customers. It seemed like it couldn’t miss.”
And it hasn’t.
In fact, the only thing that has really surprised Quentin is how much bigger the orders are than he expected.

“I wasn’t a skeptic,” says Quentin. “But I like proof. And I’ve had it. I’ve had a couple of jobs where we did the entire interior of houses. I just finished a whole office complex. The customer had been a residential customer. And they were so happy with that they asked us to do another piece of property they owned – that was the office complex.

“So has this turned out well? I’ll tell you – I’m hoping to hire an administrator to take over that part of the work. And, if they will let me, I’ll buy a second franchise right next to the one I have. So does that sound like it’s going well? You bet!
I’ve flown with Gary many times. Most people don’t realize he’s a pilot and loves to fly airplanes and his helicopter. I know that some people think he doesn’t take life too seriously. But I’ll tell you something – I feel safer flying with Gary than with nearly anyone else. Every detail is checked before we take off. If it’s not exactly right, Gary’s not going to fly. I think that’s a part of him that very few people ever see. I think it follows through in his business, too. He’s got his check list. And he makes sure everything is right before he’ll move ahead. It doesn’t make any difference if you’re in a hurry or not – he goes through everything and makes sure it’s right.”

- Jim Petricone, longtime friend

I was really struck when I heard Gary’s friend say this. Here was a guy who’d known Gary for nearly 25 years and the first thing he described to me was how cautious Gary is. And, more importantly, how Gary knows to balance his passion with common sense.

It reminded me of a personal story from my own past.

Years ago, when I lived in New York City, I worked as an off-Broadway stage manager by night and a cab driver by day. One of the actors in the
play was particularly fascinating to me. By trade, he was an actor. But his primary source of income was gambling. I’d never met anyone like him before.

We worked in a shabby little theater where the carpet was so tattered we had to tape it together with duct tape. The dressing rooms were communal spaces that were every bit as shabby. But Joe – not his real name – had his own dressing room. And more amazing to me was that he had a phone installed in there.

He was a huge fan of the New York Knicks. And one night – I’ll never forget it – I’d heard Joe place an enormous bet on the Boston Celtics against his beloved Knicks. Then, he proceeded to pop on the TV and start rooting for the Knicks. I couldn’t understand it.

“Emotion,” he explained to me. “There’s no room for it in this business. I love the Knicks. I always will. I grew up with them. But logic tells me that the Celtics will win. So I’ll never stop rooting for the Knicks. But with my money, I’ll go with the Celtics any day. It’s logic over emotion.”

Logic is essential in any successful moneymaking operation. Unfortunately, many people aren’t able to step back and logically assess the viability of their new business. Just think of all the brand-new restaurants you’ve tried that were out of business in a short amount of time.

According to the U.S. Small Business Administration (SBA), roughly 50 percent of all new small businesses fail within their first five years.
But why? What went wrong?
The SBA says that some of the main reasons that small businesses fail are:
- Lack of systems
- Bad location
- Improper use of Cash Flow
- Over-investment in fixed costs and initial set-up
- Uncontrolled growth

In short, people were unprepared for the demands of owning a business. And when they made decisions, they made the wrong ones.
That’s the point of all of Gary Green’s businesses – to improve your chance of success when you start your business.

“I know that a lot of people consider me a risk-taker,” says Gary. “That’s because I seem to start businesses out of nothing. But you want to know the truth? I’m not a risk-taker at all. Every decision I make is managed and assessed. I’m not the kind of person who would go out and spend a million dollars on a business because I think it may work. I just would never do that. I have to know that it will work.”

Back in 1996, it dawned on Gary that people tended to skimp on security in their homes. Not just with things like burglar alarms, but also with simple measures like smoke alarms and fire extinguishers. It seemed like a great opportunity.
His idea was to offer home-owners a free assessment of the security and safety of their homes. And if there was something they were lacking, his company would sell it to them.

Simple. Straightforward. A sure thing, right?

“I thought it was a great idea,” says Gary. “So we began putting together this nice franchise system. But whenever I start a franchise system, I develop a prototype first to make sure the “great idea” is going to work before we award the first franchise. I’ve learned that, in business, there’s no such thing as a sure thing.”

So after developing an in-depth plan of how the business would work, he contacted his advertising agency and created a direct mail marketing piece to offer the service to home-owners. He was convinced that it was one of the sharpest marketing pieces he’d ever put together.

Ever see a mailer or magazine ad that promoted a perfume? You know the kind – it has a small place where you can scratch the surface and get a whiff of the perfume. For a perfume, there’s no better sales tool than the perfume itself.

Gary’s mailer had a big red scratch-and-sniff circle on the front. It was just like the perfume ads, except that when you scratched it, there was no scent. When you opened the card, the basic message said that carbon monoxide has no odor, either. But it can kill you. Underneath, it said to call today for a free safety inspection for your home.

“We thought it was a great tease,” says Gary. “Very clever.”
Even the ad agency thought it was one of the cleverest teasers they’d helped create. Everyone was convinced that home-owners wouldn’t be able to resist calling.

So they mailed thousands of the cards. And then they waited for what they were sure would be an overwhelming response.

“We didn’t get even one phone call,” says Gary. “Not one. It was an absolute bust.”

He was disappointed. But as he had said up front, this was a test to see if the idea was viable. It wasn’t.

“Even today, I think it was a great concept,” says Gary. “But I learned that it wasn’t something people wanted or were willing to pursue. There’s a difference between something people should have and something they want. They have to want the product in order for you to be able to sell it.”

As a result, Safe & Secure, as it was called, never materialized. After testing it, Gary realized it wasn’t a good decision to move forward. It would have been a bad business decision.

“When people go into business, they are filled with great ideas they’re convinced will work. The problem is, the person runs out of time and money to implement all those ideas they thought would help them grow their business. And regardless of how smart they are, by the time they figure out what really does work, they’re out of time. And they’re out of money.

“That’s why buying a franchise is smart. We’ve already made many of the mistakes. We’ve learned many of the expensive lessons for you. We know what works. And more important, we know what
doesn’t work. You have a safety net. We help take the guesswork out of the equation.”
“I could see what was happening,” says Julie, a five-year Home Helpers franchisee. After graduating from college, she moved through a pair of high-level jobs in two different American auto manufacturers.

“After a while, I started to think of myself as a corporate flunky,” says the 33-year-old mother of one. “There were times when I had to go to a long meeting in order to have someone tell me what to do in the time I could have already done it.”

Coming from a family of entrepreneurs, she found corporate business attitudes slow and unresponsive.

“I knew I could do better for myself.”

But still, she stayed. As they say, better the devil you know than the devil you don’t. So while Julie’s love of her work had long since passed, she stayed because it was stable.

But one day something changed.

Julie speaks about it a little sheepishly.

“Maybe it was just the timing and the right moment,” says Julie. “But I don’t know any other way to describe it other than to say it was a spiritual moment. I don’t know what it was, but the answer was very, very clear to me. I remember where I was. I remember what I was doing. And the answer was
so clear that no one ever could have talked me out of it.”

She was working a 4:30 p.m. to midnight shift. As she walked out of her office onto the main floor of the plant, she stopped dead in her tracks and looked around her.

The sounds were deafening. Forklifts whizzed along the alleys and parts on conveyors sailed back and forth overhead. It was chaotic.

“And then, for a moment, it all just seemed to move in slow motion. The noise was dull. And . . . well, I don’t know how to describe it. It was like some idea in my head had grabbed my attention. And I remember thinking ‘Julie, you don’t want to do this forever.’”

It was a profound moment, a moment of incredible clarity. And it was one that Julie knew she had to pay attention to. It was time for a change.

“I did lots of research and I considered all sorts of options.”

When she came across Home Helpers, she decided to look a little deeper. Unlike some other business opportunities, Home Helpers made sense. The concept was logical. And it seemed to fit her needs and interests.

“I looked at the market and the demographics. And they made sense to me. And I really liked the simplicity of this business, especially compared to what I was doing. There are no suppliers. There’s no inventory. There’s nothing like that.”

She’s been in business five years now.

“My business is successful. Very successful. I’m
busy. And I work hard. There are still some things that I feel aren’t my greatest strengths. But I am a big believer in myself and those that support me in my life and my business.

“All I’ve had to do is grow the business. The system is in place. And that’s been great for me. I’ve set it all in motion, so when I step away, it runs itself. That’s when you know you’ve succeeded. That’s when you know you’ve created a business that really works.”
I travel all over the country. And in nearly every city, there lives a family who has created an incredible lifestyle for themselves with a business I created. I love what I do.

Sure, do some people not succeed? Absolutely. There are no guarantees in life. Success is a Mindset. You have to commit to it.

You have to be determined. You have to be willing to follow a system. I can only give you the tools. But it’s up to you to use them.”

- Gary Green
CHAPTER 8

FLAMINGO’S, FAILURE & LIFE LESSONS

“The Flamingo’s experience is really what has made him successful.”

- Mike Green

Flamingo’s Frozen Yogurt was a failure. There’s no other way to say it.

For Gary, it was a mixed blessing, though “blessing” probably isn’t a word he would use to describe the experience. What he does say, though, is that it was the best learning experience of his entire career.

He lost money. But more troubling, a business he thought was a long-term winner turned out not to be. The guy who everyone thought couldn’t lose had made a mistake.

In retrospect, the fact that Gary went on to far greater successes isn’t so surprising. If you’ve ever read the biographies of great entrepreneurs, inevitably they experienced failure long before their greatest successes. Everyone has failures. The key is, do you learn anything from those failures? Do they teach you anything? And are you smart enough to learn those lessons?

In Gary’s case, the answer is “yes.” In the failure of Flamingo’s, he learned many of the lessons that
have made his current businesses so successful.

In the long run, failure isn’t so much about what you lose, but what you gain.

To appreciate it, we have to go back to the beginning.

It was the late 1980’s and frozen yogurt was huge. It seemed like you couldn’t turn around without bumping into some business selling frozen yogurt.

“I remember standing in a frozen yogurt store one night with some friends. They were looking at all the toppings. But I was watching the crowds of people. There were so many of them, they were lined up out the door,” says Gary. “They couldn’t get enough of it. It was amazing. And I thought ‘I have to own one of these stores’.”

But Gary wasn’t interested in a copycat store. To his way of thinking, most frozen yogurt stores were incredibly boring. The yogurt might be OK. But the atmosphere was lackluster. The colors were monotonous. They were profitable, but they had no life.

“I didn’t think it was enough to sell good yogurt. If you’re going to stand out from the others, you have to make it fun. You have to make it an event. You have to be different.”

So he set to work creating a better frozen yogurt store.

When the first Flamingo’s opened, it was a showplace; colorful, playful, high-end. It was the sort of place you wanted to visit.

“It was such a cool concept,” says Gary. “It was the Flamingo concept. It was a fun place to go. Kids
would never leave without a helium balloon. We had clowns painting kids’ faces. We had decorated party rooms. It wasn’t a store. It was a concept.”

And it’s true. Though that first store opened more than 20 years ago, the promotional brochures that Gary showed me portray an incredibly vibrant store, a fun and entertaining place that people would love even today.

“Even though I started with just one store, it looked like it was a national chain. It didn’t look like a mom-and-pop operation. I had an office in the back of the store. I would be out there serving. I would spend Friday nights there with my family, having a great time and making sure everything was going well. Believe me, I ate a lot of yogurt.”

But it wasn’t just about the fun.

Before Flamingo’s, Gary had never thought about franchising. With this glamorous frozen yogurt store, though, he had a product that everyone wanted to be involved with.

“People would come in and say ‘this is unbelievable.’ And they would say just what I had said months earlier – ‘I would love to own one of these.’ They wanted to know where the corporate office was. Of course, it was me in the back office. I heard it so many times, that I decided to look into franchising. And that’s exactly how it started.”

Within a year, Flamingo’s had grown to more than 20 stores. Business was great. And along the way, Gary discovered something about himself – something that would shape his career from that point forward.
“I discovered that my passion was not just with building companies, but it was also with helping people become successful by owning their own business. In fact, I think I enjoyed that part of the business even more as time went on. And that’s what I really enjoy now. That’s what truly motivates me today.”

Let’s not get ahead of the story.

Because it wasn’t just that Gary created a fabulous yogurt store. Or that he sold franchises to other people.

What’s central to the Flamingo’s story is that the business didn’t make it. In fact, what had been a booming industry – frozen yogurt – disappeared almost entirely.

Most of us would simply crumble under the weight of an experience like that. And while it was tough for Gary, too, he took it as another opportunity to learn.

“This was completely new to me,” says Gary. “Here I was in my late 20s. I’d built Flamingo’s into a household name with well over 100 stores throughout the country. We were growing by a store almost every other day and making hundreds of thousands of dollars a year. Then, overnight, it all went away.

“What was I going to do?”

First and foremost, he wanted to know why Flamingo’s failed. If there’s anything worse than making a mistake one time, it’s making the same mistake twice. He was determined to learn from what had happened.
“For one thing, I realized that frozen yogurt was a fad, not a trend,” says Gary. “It wasn’t a product that had the long-term future that I thought it did.”

He thought about what had first attracted him about the business – even before he admired those lines of people waiting to buy frozen yogurt.

“Everyone loves ice cream,” says Gary. “I love ice cream. But if you eat it every day, you’ll blow up like a balloon. When frozen yogurt came along, everything changed. People thought they could eat this stuff that tasted just like ice cream every day and still lose weight. What a great combination!”

Well, not so.

“When people realized that was not the case, they thought they might as well go back to eating ice cream. It’s what they really loved in the first place.”

One other lesson was particularly profound. While Gary loved the fact that the Flamingo’s physical surroundings were so stylish, he realized that it was very expensive to build a store – which gave Flamingo’s a big debt load from the day it opened for business. Granted, as with most businesses, when sales were good, that was fine. But as soon as business slowed down, it quickly slid into a deep economic hole.

“Flamingo’s was very tough for Gary,” says Jim Petricone, a Cincinnati-area dentist and a friend for more than 25 years. “This was someone who didn’t really know any failure.

“But I gained a lot of respect for Gary at that time. I don’t think he has ever forgotten Flamingo’s. It would be easy to say ‘that’s part of my past.’ But
deep in his mind, I think that’s always there. And he’s not going to let it happen again. I don’t think he would be nearly as successful without Flamingo’s in his past.”

Today, you can see the lessons of Flamingo’s in every one of Gary’s businesses.

Every one of his brands provides needed services, services that are proven to be long-term, not fads. They’re services that will never go out of fashion.

Startup costs are a fraction of what they were for Flamingo’s. Indeed, the price is often one of the things that initially attracts prospective franchisees to Gary’s companies. They’re all looking for career changes. But they simply do not have large quantities of cash available and don’t want to borrow massive amounts of money to accomplish it.

And as far as set-up expenses go, there is no major overhead involved. As Gary is fond of telling franchisees, aside from the franchise fee itself and a relatively small amount of working capital as compared to other types of businesses, all they really need is a second phone line and they’re in business because they can operate out of their home or a small office.

“The goal is to get open for business, not dig deeper into debt,” says Gary. “The purpose of all of this is to help people succeed, not create overhead. If they wanted debt, they could do that all on their own. I want to help people start businesses that generate money, not debt.”
YEARS AGO, WHEN I WAS THE FILM CRITIC FOR THE CINCINNATI POST, TOM SELLECK CAME TO TOWN TO MAKE A MOVIE CALLED “AN INNOCENT MAN.” DURING THE FILMING, THE CREW TOOK OVER AN OLD GYM AT A MIDDLE SCHOOL IN NORWOOD, OHIO AND TURNED IT INTO A PRISON SET.

THE KIDS THOUGHT IT WAS INCREDIBLY APPROPRIATE. AND THE SCHOOL SYSTEM MADE SOME MONEY. BUT SELLECK HAD AN ADDITIONAL REQUEST – HE WANTED THE SCHOOL TO HOST AN ASSEMBLY WHERE HE COULD TALK TO THE STUDENTS.

THE PRODUCTION MANAGER WASN’T ELATED ABOUT IT, ESPECIALLY SINCE SELLECK Didn’T WANT THE PRESS TO BE ON HAND. THIS WAS TO BE ABOUT THE KIDS, NOT ABOUT GOOD PR FOR THE FILM.

THE ASSEMBLY WAS SUPPOSED TO BE A FAIRLY SHORT GATHERING, NO MORE THAN 20 MINUTES. ON A FILM SET, AS IN EVERY OTHER BUSINESS, TIME IS MONEY. AND GIVEN THE WAY HOLLYWOOD SPENDS MONEY, TIME WAS LOTS OF MONEY IN THIS CASE.

BUT SELLECK CONTINUED TO TALK WELL BEYOND HIS ALLOTTED TIME. HE ANSWERED LOADS OF QUESTIONS FROM THE KIDS. FINALLY, HE LAUNCHED INTO A LITTLE TALK ABOUT FAILURE.

THE KIDS – MOST OF THEM BETWEEN 13 AND 15 YEARS OLD – WERE FIDGETY AT FIRST. BUT SELLECK TOLD SEVERAL
self-deprecating tales about himself. He talked about high school girlfriends who had dumped him. He talked about embarrassing social encounters. He talked about how silly he felt in that little red Ferrari in his TV series, “Magnum, PI.”

“My head poked up over the top of the windshield – I looked ridiculous,” he said.

The students were charmed. How could they be otherwise? Here was a Hollywood superstar; tall, incredibly good looking. Famous. Wealthy. He was the embodiment of The American Dream.

“Tenacity,” he said. “That’s the important thing. You’ve got to have tenacity. You’ve got to hang in there, no matter what. You can’t give up. Everybody fails sometimes. Everybody.”

The point, he said, was to learn from the failures, to figure out what you did wrong and how you could do better the next time.

“And don’t try to convince yourself that you didn’t do anything wrong, either. Because you probably did. We all do.”
Mark E., The Growth Coach® franchisee

Mark was in a tough situation.
After 15 years of being self-employed in Texas, one of the companies he dealt with offered him a job in Nebraska. It was one of those positions that you just can’t turn down. And the way Mark saw it, it would provide enormous security for his wife and three children.
But almost immediately, he knew he’d made a mistake.
“The culture inside the company just didn’t feel right to me,” says Mark, who is now 48. “I stuck it out for a year and a half. But it finally dawned on me – I like being a small business owner.”
But making a change was no simple matter. For starters, what would he do? And where would he do it? He didn’t have connections in Nebraska. And moving back to Texas would be incredibly expensive. Besides, the kids had already settled into school. He didn’t want to disrupt their lives again so soon.
He started searching the Internet, more for inspiration than for specific jobs. He was trying to find something that would suit both his skills and his preferences. Earlier in his career, he’d been a CPA with a major accounting firm, so he had a great faculty for business planning and finance. But even in that job, he found that he gravitated to dealing
with small businesses.

“IT was as if I’d been groomed for 20 years to be a business coach,” says Mark. “But at that point, I didn’t even know that The Growth Coach existed.”

With those interests, though, it was inevitable that he would finally stumble across The Growth Coach web site. And what he saw fascinated him.

But he still had questions. So he called The Growth Coach president Dan Murphy and decided the opportunity was promising enough that he should take the next step – go to Cincinnati for a Discovery Day.

“It wasn’t a flashy presentation,” recalls Mark. “It was a business meeting. I don’t know how other people liked it, but I really appreciated the approach. It was obvious to me that they were serious about what they were doing.”

So much of what they had to say about the struggles of business owners rang true with him.

“I clearly remember going back to my hotel that night and being very confident that this all made sense. And I mean everything. My background, my desire, everything The Growth Coach represented. It was very clear to me that I wanted to do this type of business. It answered all the questions and desires I had been looking for.”

Of course, he had to deal with another question, too. Would this be a viable business?

“That was a hard one. With the situation I was in, who could answer that question? But I’m a systems person. I like following a system. So when they told me how fully developed their system was, I believed
in them. I can learn, I can implement, I can follow the system. I’m very comfortable working with small business owners. That’s how I calculated my risk. I thought ‘I should be able to do this.’ By the time I left Cincinnati, I had made up my mind.”

And so it was, on April 1, 2004, that Mark launched The Growth Coach in Nebraska.

It wasn’t that his earlier concerns weren’t justified. He was new in town. And he didn’t have a network of friends or family there to turn to for moral support.”

“Not having any contacts to speak of . . . that was probably the most intimidating aspect of it,” says Mark. “So when I started talking to people to develop my contacts, I was scrounging. I talked to my realtor, for instance. The only reason I knew her was that I’d bought a house from her. At least I knew she would sit down and have a cup of coffee with me. Oh, and I talked to my minister, too, who I did not know very well at the time.”

But his training had given him a game plan to follow. And the self-proclaimed “systems man” followed it to the minutest detail.

“They had it all laid out for me. I joined the Chamber of Commerce. I started calling people who didn’t know me. That was hard. But they said it would work. And it did. You know, a lot of franchise owners will complain that this or that doesn’t work in a certain market. I agree that there are some differences in different parts of the country. But the fundamentals that make a business like The Growth Coach work are consistent no matter where you go. “Right now is a perfect example. The economy
is bad, money is tight and investments? Well, no one really knows what’s going on with lots of investments. But you can either complain about it or you can get in the game a little more. Get in front of people. Tell them what you’re doing. That’s the only way they’re going to find out.”

Then, insists Mark, you have to be patient.

“This is not like McDonald’s, where you open the door and people start walking in. This is a service business – it’s relationship-driven. The good thing is that you don’t have the overhead like most businesses. So even when you’re growing it, you have income. It’s not all going toward expensive leases, employees, etc.

“To me, starting a business is like planting a seed. If you just put that seed in there and don’t do anything, it might grow a little. But odds are it won’t make it. You’ve got to water it, fertilize it – you’ve got to do the things the seeds need. And then you’ve got to wait for it to grow. That’s what I did. And I can tell you that the results have exceeded all my expectations. In fact, I now own four franchises!”
CHAPTER 11

HAPPINESS

“Gary will be doing this sort of business until the day they bury him. He doesn’t have it in him not to do it. He enjoys it too much to stop.”

- Mike Green

Self-help books say that one of the keys to happiness is finding a way to turn a passion into a profession. You know how it goes; search inside yourself, find something you love to do and then turn it into a business.

It sounds like such a good idea. But how many people do you know who have actually done it?

Gary Green has. And he’s done it all his life. Some might call that self-indulgent. But that would be a cynic’s view. In reality, it’s Gary’s gift for business and his exuberance for life that have made him fortunate enough to connect his passions and his work.

And it has made him a very happy man. Now don’t get this wrong – happiness is not something Gary sells.

But if you follow his business plans, happiness can certainly be a by-product. Every time he speaks with prospective franchisees, there are two things you’ll always hear
him ask: “what do you want?” and “why are you here?”

They’re not trick questions.

What he’s after is for people to recognize that they’re looking for some way to be happier than they are right now.

Happier.

That doesn’t sound very businesslike, does it? It’s not a concept we discuss very often in the business world. That’s probably because most bosses aren’t very concerned about it. Not your happiness, anyway.

Have you ever discussed your happiness with your boss? Probably not. Because, if your employer is like most, he thinks your happiness is unimportant. Or that it’s not his business.

To Gary and everyone who works with him, happiness is a very real and very legitimate goal.

“When I was younger, everything I did was based on a personal passion,” says Gary. “I loved going to flea markets, so I found a way to make money at flea markets. I loved monkeys so I had the monkey business. I enjoyed aviation, so I operated an airport. I enjoyed boats, so I owned a boat dealership.

“As time went on, I got older and had more sophisticated companies. And finally I realized that what I was doing – what I loved doing – was helping people become successful and have the lifestyle they deserve.”

Success isn’t the same thing as happiness, of course. Gary can help you become successful. What you do with that success is up to you. Buy a bigger
house. Take more vacations. Pay off your debts. Send your children to the best schools. Be more philanthropic. They’re all goals that more money can help you achieve.

But you have to get that success first. And you have to have the tenacity and the mindset to achieve it for yourself.

One of the things Gary detests is complications. Especially unnecessary complications.

“People always make their lives more complicated than they have to. They over-think things. They second-guess themselves. They become their own worst enemies.”

Simple is good. Don’t make life any tougher than it already is.

One of the things that intrigued The Growth Coach president Dan Murphy about Gary is that, in his business dealings, he doesn’t get caught up with unnecessary obstacles or barriers. There are sure to be challenges in any undertaking. But you shouldn’t put them there yourself. And most important, don’t make yourself the biggest obstacle.

“Everyone has a million-dollar idea in them,” says Dan. “But how many people actually take action on them? Very few. More often, they’ll talk themselves out of it before they ever act on it. That’s a tragedy. A lot of people have wonderful dreams they take to the grave with them.

The enemy? Your inner critic.

“Let’s say that you want to go out on your own
and control your own future, be your own boss, own your own business. That inner critic pops up in your head, evaluating the idea and feeding negativity before you can act on it. Co-workers say ‘you’re nuts, you can never do that.’ Of course! They don’t want you to leave. It’s the employee mentality. They want you to stay in the same cubicle doing what they’re doing. They don’t want you to be happier than they are. If you venture off to do something new and daring, most people are going to try to shoot it down.”

Besides, you can’t expect others to give constructive input on something they have no experience in.

Your happiness is your responsibility. And, if you believe in those “inalienable rights” in the Declaration of Independence, you have every right to pursue it.

Gary is a member of an international group called YPO – Young Presidents Organization. It has about 10,000 members in 100 countries, all of them Presidents and CEOs of large companies. The idea is for executives to be able to share ideas and life experiences and strategies with others with similar responsibilities.

One day, Gary was having lunch with a fellow member who is the Chairman of the Board of a billion-dollar company.

“He turns to me in the middle of lunch and says ‘Gary, I am so jealous of you.’ I said ‘that’s funny, because I’m pretty jealous of you, too’.”
Gary rattled off all the wonderful things his friend has — a private jet, skyboxes at all the best sporting events, tickets to all the best shows.

His friend’s answer?

“But you own your own business. I’ve always wanted to do that, but I’ve just never had the guts to do it. Here, I look at you and you have this life of flexibility. You report to yourself. I’m just jealous.”

At first, Gary was flabbergasted. But then, when he thought about it a little more, it made sense. This is exactly what he is helping other people accomplish — the joy of independence.

“I’ve been fortunate,” says Gary. “I know that. But I’ve made these things happen for myself. And there’s no way to avoid that — you have to make things happen for yourself. I’m just trying to make it easier for other people.”

He says the decision to go into business for yourself reminds him of when he decided to learn how to fly a helicopter. The first few lessons, you’re there with the instructor right next to you. You feel safe, because the instructor knows what he’s doing. He’s going to take care of you, no matter what.

“But when you are ready to fly solo, all of a sudden, your instructor gets out of the helicopter and you go up four feet in the air and — well, you’re all by yourself. You can’t just get on the radio and say ‘get me down.’ You have no choice. You are by yourself. There’s no one there to help you.”

Owning your own business feels like that sometimes.

A little scary. Very exciting. Incredibly
exhilarating.
   But ultimately, it’s the only way to achieve the happiness you want and you deserve.
   “I wouldn’t trade this for anything.”
Gary has a way of looking at things differently than most of us. And according to his brother, Mike, this ability to think out of the box is evident in everything he does.

“Years ago, Gary and I had these RVs and we would take vacations together,” recalls Mike. “We’d ship the RVs out to Las Vegas, then fly out and drive through the west with our families. We must have done it three or four times.

“I planned the first one. Everyone got a book and maps and a schedule of lunch stops and reservations for things. We knew all the activities in each place. I planned everything down to the last detail and fully documented it.

“Then Gary planned one. His idea was to go out to the expressway, look left and right and then whichever one had the least amount of traffic, we’d head that way.”

Gary’s technique was more spontaneous. But inevitably, the trips were just as successful.

“I knew that whether I turned left or right, there were great destinations,” says Gary. “It’s like business. You have to look for the best opportunities. You can’t overanalyze. Things are always changing. You have to be aware of what’s going on around you and then adapt accordingly.”

Mike agrees.

“The trips always worked out well,” says Mike. “Gary is definitely creative and recognizes opportunity. He knows what he’s doing. That’s what makes his businesses work.”
“I have my own personal mission statement,” says Mike. “It is to educate, inspire and coach people to reach their potential.”

What he doesn’t tell you quite so quickly is that it is more than a personal goal. It is the goal of his business, as well.

“It’s one of the reasons I have found The Growth Coach so rewarding,” says Mike, 47, who was the company’s “Coach of the Year” in 2006. “One size does not fit all. You coach people in terms of where they’re at. I have some clients who are struggling. There are others who make a few million dollars a year. But all of them need some assistance, someone who is outside of the business to assist them. To me, you coach people where they’re at in life. That’s what I do.”

It wasn’t always that way, though.

Mike grew up in the same suburban Cincinnati neighborhood as The Growth Coach president Dan Murphy.

“The back of his family’s house faced the back of our house,” laughs Mike.

After college, Dan went to work for one of the nation’s largest accounting firms. Mike went to work for the phone company. He was one of those executives who seemed to catch on to things quickly.
Mike became involved in nearly every aspect of the business.

Eventually, he got so involved with the financial side, he made the jump to a major Midwestern bank. He was successful there, too. Before long, he was in charge of more than 100,000 credit card processing merchants.

He was enormously successful. And the way he was moving up the corporate chain, it was anyone’s guess where he might have ended up.

“But after awhile, I realized that my values weren’t in line with the bank’s values,” says Mike, who teaches business courses at two different Christian universities in his spare time. “I’m not opposed to hard work. But they worked their employees really, really hard. It was to the point that I realized that they really didn’t care about the employees at all. We were expendable. We could be replaced.”

So he left. To some, it seemed like a daring move. But the country was in an economic boom and jobs were plentiful. And though Mike got into a different industry, he found himself in pretty much the same position he’d been in before he left the bank.

He was 42. And he wasn’t really sure what to do.

“Dan and I happened to have lunch in October, 2003. I didn’t really know much about what he had been doing. But the more he talked about it, the more I thought this sounds like a really cool business model. It was just a lunch conversation. He wasn’t trying to sell me anything. But I was 42 and disenchanted with large companies. That’s all I’d
ever done. All I’d ever known. But they didn’t take care of people and that troubled me a lot.”

So Mike thought about what he’d heard. And he pondered the future. Like most of us, he was nervous about the prospect of change. Especially since it involved such a radical change. For the first time in his adult life, he was considering cutting the ties with the corporate world and setting out on his own. It felt like stepping out onto the tightrope without a net.

“Finally, I realized that I had to do it. I realized that this was an opportunity for me to have my own business.”

At first, Dan was hesitant. He didn’t want anything to come between their friendship. Besides, he hadn’t meant for their lunch to be a sales meeting. But his passion and enthusiasm had been infectious.

“He didn’t want to award me a franchise,” laughs Mike. “He told me that there are never any guarantees in life. But I told Dan that it’s up to me how well I do. People must take responsibility for themselves. To succeed you have to take calculated risks. And with The Growth Coach’s training and support, this didn’t feel like an unsafe risk. I felt this was something that I had to do.

“So I convinced Dan to award me the franchise and I took the leap.”

It was November, 2003.

“Financially, it’s the best decision I ever made,” says Mike, who now owns three Growth Coach franchises and has several other coaches working for him in order to expand the business.
“You know, the model for all of this is simple – to drive success and make a better balance in life. And I actually see it happen. I meet with clients who are making more money and actually having more time to spend with their families and doing the things they really enjoy.

“This is really a cool business. I get paid really well to help people do better in their own lives. And the best thing is, it’s helped my life, too.”
Gary knows marketing and how to use it.
He understands *why* people buy things. And why they *want* things. He knows how to differentiate his companies from the competition.
With that knowledge and that skill, he can help anybody sell anything to anyone.

- *Mike Stuart*
Gary Green vividly remembers his first encounter with Sam. Sam was a Marine veteran and a highly promising young executive with a major international retailer. At 34, he was already responsible for the safety programs in more than 80 stores in and around Texas. At work, he was regarded as a rising star. But he’d come to Cincinnati to find out more about buying a Fresh Coat franchise.

“The first thing I said to him was ‘I hope you tell me you can’t stand painting’,” recalls Gary. “Because the painting is only a means to an end. What you need to have is a passion for building organizations. But painting? I hope you hate it.”

Sam remembers the moment fondly. But more than being funny, it was a profound turning point in his decision to become a Fresh Coat franchisee.

“I didn’t need to buy a business to use a paint brush or paint with a roller,” says Sam. “I could stay at home and do that. I liked Fresh Coat because they had a system in place. My job shouldn’t be painting. My job should be hiring and marketing. The money isn’t in being a painter. It’s in growing my business.”

It wasn’t money, though, that was foremost in his mind when he came to the Fresh Coat corporate
office. He was already making decent money. The prestige of his job was top-notch, too. And opportunities for advancement were nearly limitless.

But a job like the one he was in demanded lots of long hours. And travel. Lots of it. And travel meant lots of nights away from his two children, Kyle, 8, and Trinity, 6.

“I’m a single father,” says Sam. “And I want to spend as much time with my kids as I can. So the time I get with them is at a premium. I wanted better control over my schedule so I could maximize the time I got to spend with them.

“When I get to the end of my time, however old that might be, I don’t want to look back and say ‘man, I really wish I would have done that,’ especially when it comes to my kids. The money I’m making is great. But I’m more scared of having regrets in my relationship with my kids. I have to be there for them. ‘Cause I’ll regret it if I’m not.”

But what was it about Fresh Coat that he found so compelling? After all, the first time he came to the Fresh Coat office, Sam had a shortlist of 10 franchise opportunities that he was considering.

But over the next couple of weeks, things changed a lot.

“Most of them weeded themselves out of the competition,” he said. “In fact, every time I talked with another company, Fresh Coat just kept looking better. They were so professional.”

“Everything I had read about Fresh Coat talked about the importance of consistency. You know – it’s about having Fresh Coat in Phoenix and Chicago
and Dallas and all of them with the same marketing
and providing the same quality services. I really like
that. I didn’t want to start from scratch. The other big
thing is that I could actually afford it. Seriously, it’s
like a well-kept secret. It’s a ridiculous opportunity.
There are some franchises out there where you have
to spend so much money to get in the door that
you’re constantly chasing money. I didn’t want to get
into a situation like that.”

Plus, he really liked the extensive training and the
support system. There was no expectation from the
company that he already had to know everything
about running his own business.

“They give you a structure. I mean, I don’t have
to guess how much insurance I need. They’ll tell me.
I don’t have to guess what publications I should be
advertising in or using to find the right painters to
work for me. They’ll tell me. Everything is laid out
right there for me. It’s really great that I can sit here
week by week and look at a list of what I need to do.
The marketing. The business plan. Everything. I like
that. I need that.”

Fresh Coat’s basic paint job is $199 per room –
paint included. It’s an incredibly good deal. But it’s
a little like the concept of a “loss leader” they use in
retail stores. Your customers call you because of the
price. But very few customers end up getting just
one room painted. Once you’re there, they ask you
to quote on several rooms and sometimes the whole
house.
The last time I spoke with Sam, he’d been in business just six weeks. And he was watching his business grow.

“When I first became a franchisee, I spent a few days driving around with a neighboring franchisee. We quoted four jobs the first day – all good sized, but the fourth one was huge. Much larger than I ever expected.

“It’s exactly what corporate told me would happen. It was a custom home that was finished, but the painter had used the wrong kinds of paints and neglected to fill nail holes. They didn’t even finish most of the house. It was a really sloppy job. So the home owner called Fresh Coat. They wanted us to redo cabinets, too, and a lot of doors. I had to leave before he got done quoting the job, so I don’t know what the final price was. But it was a huge job.”

In two days, they had quoted on eight separate jobs. And none of them were just for painting one room.

“At this point, there are zero regrets,” said Sam. “I wouldn’t change a thing. Nothing. I have some reservations. But they have nothing to do with my decision. You know, I worry about will I hire the right painters, that sort of thing.

“But Fresh Coat has been great in the sense of support and accountability and follow-up. Like I said, it’s a great opportunity at a ridiculous price. As a matter of fact, from Day One, I wished I could buy more territories. It’s a phenomenal opportunity. And I know I’m going to make it happen.”
CHAPTER 14

THE DREAM CALCULATOR

Before you go, I want you to try something. I think you’ll find it intriguing, because it might just make you think about your future in a way you never have before.

Nearly every time someone visits Gary in his office, he gives them a small booklet. It doesn’t make any difference if you’re a potential franchisee or not – he’ll give it to you anyway.

Inside the front cover is what Gary calls his Dream Calculator. It’s a short but thought-provoking exercise. We can do it right here. Grab a pen or pencil. It won’t take more than a minute.

- Begin with the number 78.
- Subtract your age.
- Then multiply *that* number by 12.

That number you ended up with? That’s roughly how many months you have to live.

No, it’s not an exact medical assessment. It’s based on the fact that statistically, the average American lives to the age of 78.

The question is, what are you going to do to enjoy life in those months you have left? Remember, life is too short.
Granted, let’s hope we all live past the age of 78. But let’s also be honest. At 78, we’re not going to be able to do all the things we can do now. We won’t have the same energy level, the same spunk.

So why wait?

“It’s pretty sobering when people look at that number,” says Gary. “We all know how easy it is to waste time. And time passes by very quickly. I can’t think of anything worse than getting old and realizing you didn’t do the things you wanted or weren’t able to provide for your kids the way you thought you could.

“The time is now. Today. Why wait? After all, it takes time to create wealth and begin living the lifestyle you’ve always wanted for you and your family. You only have one life – there is no dress rehearsal.”
A NOTE FROM THE AUTHOR

Back at the beginning of this book, I wrote that I was concerned whether I would actually like Gary Green. Good news. I did.

More important, I found I respect the work he does. I’m sure my friends are tired of me quoting Gary and talking about his business exploits.

But I can’t help it. I’ve been impressed by how much sense he makes, by how his franchises offer real people real opportunities to own businesses.

I like that you don’t have to be wealthy to start your own business. Most of us just aren’t in a position to risk tons of money on a new venture. In my eyes, I think that’s one of the things that makes Gary’s franchises such good opportunities.

What I like most of all, though, is that if you’re willing to work hard and commit yourself to a system that has already been proven, you have the ability to own a successful business.

What’s not to like about that?

That’s it. If you’re serious about taking control of your life, I suggest you talk to Gary directly. He’s happy to spend a few minutes with you. And no one knows the value of owning their own business and how to get there better than Gary.

So drop him an email at GaryGreen@strategicfranchising.com, tell him you want to talk and give him your phone number. He will call you back. Really.

It may turn out to be the most important call of your life.

- David Lyman
GARY’S BUSINESSES

So, what are these companies that people have talked about in this book? What do they do?

Gary is the founder and CEO of several companies with headquarters in Cincinnati, Ohio. These companies offer franchises in some of today’s hottest industries. With more than 25 years of franchising expertise behind them, most of Gary’s companies have developed numerous national franchise systems, most of which have gone on to become #1 in their respective fields. Combined, these companies have awarded more than 3,000 franchises worldwide.

If you’d like to learn more about Gary and his companies, visit www.strategicfranchising.com. It’s his Web site. There, you can watch a video and find out which business would best suit you. To help you get started, brief descriptions of the companies are on the next few pages.
The tremendous growth in the aging population has created a huge demand for Senior Care – the fastest growing sector of the health care industry. It’s been stated that one in four households currently care for an aging loved one and the senior population is expected to more than double by 2030. Gary recognized this enormous opportunity and started Home Helpers in 1997. Our services include non-medical, personal in-home care and limited medical services, making life easier for seniors, new moms and working parents, those recuperating from illness or injury and individuals facing lifelong challenges.

Offering a broad range of care services, including companionship, transportation, light housekeeping, medication management, care management, vital sign monitoring and meal preparation, Home Helpers’ mission is to provide the same compassionate care for their clients as they would for their own loved ones. This is a rewarding opportunity for those who want to build a great business helping others and give back to their community.

Today, after more than a decade, Home Helpers has grown to over 500 markets worldwide and the awards and accolades would fill up several pages. Most notably, Home Helpers has been ranked the #1 Senior Care Franchise in North America as well as “Best of the Best,” “Top 20 Low Cost Franchise,” “Top 100 Fastest Growing” and “Top 20 Homebased Franchise” by Entrepreneur magazine. To learn more, visit www.HomeHelpers.CC.
Because of Gary’s experience in the Senior Care industry, it became apparent to him there was a huge demand for products and services which help seniors stay in their homes as long as possible. Direct Link allows seniors, those recuperating from illness or injury, as well as mentally and physically handicapped individuals feel safer and live more independently in the comfort and privacy of their own homes.

Direct Link offers a number of options like the Personal Emergency Response System (PERS) that works with or without cell phones. Help is available day or night by pressing the small, wireless button worn as a pendant, wristband or belt clip. When a button is pressed, the trained staff takes action according to the client’s prior instructions, and can call an ambulance, notify a neighbor to check-in or alert a family member. Other great services and products include Medication Management Dispensers, Vital Sign Monitoring, GPS Monitoring, Fall Sensor Units and much more. These services help give peace of mind to seniors and their loved ones who worry they may fall or need help when they are alone.

This is a great chance to combine the huge demand for In-home Senior Care with a business that offers long-term, residual income. Because Direct Link is a smart addition to a Home Helpers business, it is currently being offered as a supplemental business to qualified Home Helpers franchisees or as a stand-alone business. This is a great opportunity for individuals who would like to build a rewarding business while helping others. To learn more, visit www.DirectLink911.com.
Over the years, Gary has been fortunate to know hundreds of small business owners. In talking with them, he realized that most went into business with a lot of passion, but never reached their fullest potential because they didn’t have a mentor; someone to guide them. Gary saw a great opportunity to help these small business owners, managers, and self-employed professionals achieve their goals and balance their personal lives. To work smarter, not harder, and achieve the success they had envisioned at the start.

With five great revenue streams to choose from, a Growth Coach franchisee can utilize our exclusive, proprietary group coaching process to help generate a great income. After all, why coach clients one person at a time and “trade time for dollars” when you have the potential to coach an entire roomful? Then, work one-on-one with those you want. Owners capitalize on their experience, maximize their income and help their clients work less, earn more and enjoy more fulfilling lives. They also learn to facilitate a proven strategic coaching process which helps their clients focus, set goals, and then stay on track to achieve them. This is an extremely rewarding business where franchisees have the opportunity to share their business experience with others and enjoy a fulfilling lifestyle helping people.

When Gary’s daughter was in her teens, she asked to have her bedroom painted. This was when he discovered how difficult it was, if not downright impossible, to find a good, reliable and affordable painter. The few he found were expensive, were booked-up for months and weren’t interested in doing small jobs. After doing some research, Gary discovered that not only is painting an enormous, $30 billion dollar industry, but there was no identifiable leader in the field – what a huge opportunity! Gary founded Fresh Coat, an interior residential and commercial painting franchise, featuring one room painted for just $199, including paint.

“Some might think you can’t make much money at this price, but very few clients have just one room painted,” says Gary. “One room leads to the next, and the next... In fact, once you are in the home, it’s not uncommon for the client to ask you to quote the whole house. They like the price, but it’s the top-quality work that keeps them coming back...and telling their friends.”

Fresh Coat is perfect for mid-managers and executives looking for a year-round, recession-resistant business that teaches you how to build and manage a successful organization—not become a painter. We’ve professionalized painting by offering prompt, courteous, reliable, professional painting at a great price. This same approach has also made Fresh Coat a leader in commercial painting. Not only do we work with some of the largest national brands such Wal-mart, Target, Home Depot and others, our superior service and reputation won us the contract to paint the gates surrounding the entire White House in Washington, D.C.!
Founded in 2004, Fresh Coat has been ranked “Top 25 New Franchises,” and “Top 100 Low-Cost Franchises” by *Entrepreneur* magazine and among the “Fast 55” by Franchise Times. To learn more, visit www.FreshCoatPainters.com.
With his incredible success in Senior Care, Gary recognized yet another huge opportunity. While Home Helpers takes care of people in their homes, there comes a time when a change becomes necessary. “It’s a natural progression in life,” says Gary. Baby Boomers and the growing senior population have created an incredible demand for compassionate, knowledgeable, experienced senior moving specialists. That’s where Caring Transitions comes in. We provide moving, downsizing, household liquidation and estate sale services to help ease the stress for seniors and their loved ones.

Franchisees learn how to coordinate and manage the entire process from start to finish, including scheduling, sorting, packing, shipping, moving, staging and household liquidation. In this rewarding and potentially very lucrative business, franchisees work with many professionals such as bank trustees, estate attorneys, Realtors® and retirement homes to provide their clients with a total solution for their relocation needs.

In economic downtimes, Caring Transitions services are in even greater demand. Banks and Realtors® need help cleaning out foreclosed homes and preparing them for resale. The market for our services just keeps growing. Best of all, franchisees have the flexibility to operate with or without employees, from home or a small office. This is a rewarding opportunity with enormous potential and is a great choice for those who enjoy helping others and giving back to their community while building a great future for themselves.
Started in 2006, Caring Transitions has been featured in The Wall Street Journal and is ranked in the “Top 50 New Franchises” by Entrepreneur magazine and “Featured Franchise” by Vetrepreneur magazine. To learn more, visit www.CaringTransitions.net.
While most companies in Senior Care focus on taking care of people, Gary recognized that no one really pays attention to the home. In most cases, the burden of the everyday repairs, yard work and cleaning is left up to family members or neighbors. Gary realized how difficult it is for seniors and busy adults to find comprehensive, reliable and affordable house care services. He knew he could offer these services as a well-received package for one low, monthly fee and take the burden off everyone’s shoulders. TruBlue is a unique, one-of-a-kind company strategically positioned for incredible growth as the demand for house care services for seniors and busy adults grows right along with the enormous aging population.

How is TruBlue different from other “handyman” businesses? First off, we do it all – yard work, ongoing repairs, and maid service. And, unlike other companies who work job-by-job, we develop long-term, trusting relationships with our clients and provide ongoing services all year long. Best of all, our services are managed by off-duty police officers and firefighters...people you can trust. This provides a great service and sense of security to seniors, allowing them to remain independent and live worry-free in the comfort of their own homes.

Busy adults appreciate that one call makes their lives “hassle-free” and eliminates all of the headaches of maintaining a home, including the occasional emergency repair. Now they can spend time on activities they enjoy. Those who have second homes have also created a demand for our house care services because now they have someone
they can depend on. The demand is limitless! Even banks and Realtors\textsuperscript{\textregistered} need TruBlue’s services to repair and maintain empty or foreclosed properties.

By recognizing the need for affordable and reliable house care, Gary has developed the next BIG boom in senior care—TruBlue.
To learn more, visit www.TruBlueHouseCare.com.
No Guts, No Glory!

The exciting journey of how to become a successful business owner and the rewards that come with it.

Suggested Retail
US $14.95
Canada $19.95

With a little courage and a lot of determination, you can have the wealth and lifestyle you deserve.

Gary D. Green is one of America’s most successful franchise developers. He has created numerous national franchise systems which have awarded thousands of franchises throughout North America. Most of these systems have been rated #1 in their respective industries and have been recognized by national publications such as Entrepreneur magazine, Small Business Opportunities, The Wall Street Journal and Inc. magazine and have been featured on CNN Financial News. No Guts, No Glory! provides an inspirational message to people who are looking to create a better lifestyle for themselves and their families.

“When I found a business that excited me, I went with MY gut and jumped in. No more bosses or business travel! If you’ve ever thought of owning a business, learn from a man who has taught thousands of people to operate a small business.”

- Vicki U., Cincinnati, OH

“If you’re thinking of starting your own business or have a passion to succeed, here’s your first step: Read this book!”

- Sharon C., Cincinnati, OH

“A great book full of solid reasons to explore owning a business. Gary Green’s personal stories and common-sense advice add up to a great case for leaving your fears behind and taking the leap into business ownership.”

- Doug L., Steamboat Springs, CO

“Gary’s book is both entertaining and educational; giving people confidence to step outside their comfort zone, take control of their lives and pursue the lifestyle they’ve always dreamed of:”

- Jim M., Tampa, FL


The Story of Gary D. Green
by David Lyman