

Dan Kennedy - 30th Anniversary Interview

Ken McCarthy 00:07

Hey, everybody now, we're talking to somebody who really nothing that I've done on the internet would have happened without his encouragement, inspiration and very practical assists over the many years. And that, of course, for those of you who know my story, is Dan Kennedy, welcome Dan.

Dan Kennedy 00:24

Hey, Ken. Good to be with you.

Ken McCarthy 00:27

Now, Dan, you have this reputation of being a Luddite, and I want to severely challenge that to people that think that. Here's the deal guys, in 1993 when I was running around trying to persuade people in the direct response industry that the internet was the best direct response medium in terms of being able to track - it's not the best medium for all, but in terms of able to know exactly what you're doing, it's the best. And I reached out to well over 100 people in the industry and went to a lot of conferences, talked to a lot of people, sent a lot of letters, followed up on a lot of meetings, and nobody cared. Nobody except one person, and that was Dan. Dan, do you even remember inviting me to come out to Phoenix in November of 1993?

Dan Kennedy 01:16

Yeah, I do. We had, I don't know, a relatively small conference, and I can't remember the name of the hotel, but we were in a little like an outbuilding of the hotel, and, and, yeah, I mean, look, I have a high tolerance for listening to people everybody else thinks are nuts. And I always have, based on the fact that the majority opinion almost always proves to be wrong with time, so the fact that everybody else thought you were crazy, which they did, that you were wasting your time and wasting their time, actually raised my level of interest. It didn't diminish it. And you're absolutely right, then and now, the Pandora's box of online media has a million flaws, but its greatest virtue is that it blends itself perfectly to score keeping, to measurement, to tracking, to easy split testing, and split split split testing, and often getting, if not universally predictive, at least universally indicative, test results – like in a day, instead of in a week or a month. And you know that that's very attractive.

Ken McCarthy 03:36

You once sent me an article that I had missed when it first came out about Google and Google discovering A/B split testing in 2001 and people might be surprised to know that they consider A/B split testing the foundation of their fortune. And that's sort of what we did, was we were familiar with the direct response world, we looked at this internet world and said, Gee, this sort of looks like a direct response medium to us. Let's lay over the 100 plus plus years of experience that we've gathered over this new medium and make it work. So you had the open mind, but you're also a guy that doesn't – well, you're legendary for being the no BS guy. So how do you balance the open mind with the no BS? Because God knows, there was a lot of BS then, and there's a lot of BS now about internet marketing.

Dan Kennedy 04:29

Well, the separation of fact from opinion, from outright fiction and charlatanism is not unique to this media. It's there all the time. There's an old joke about the guy that washes up on Direct Marketing Island, and the first person he finds, he says, Are there other people on the island? The guy says, Yeah. He says, Well, who are they? He says, Well, there's two kinds of people here. There are really, really smart, sensible, rational people who know exactly what they're doing and count all the coconuts and are to be believed. And then there's a bunch of sloppy, unintelligent, but very opinionated and noisy people and outright frauds, and the only problem is, none of us can tell them apart. So every new media there's always a flood. Right now, it's with AI. There's a flood of turning it into shovels to be sold to gold miners. And so you did the first internet marketing, which to be accurate, would be internet used for marketing conference. But as you know, pretty quickly this went from nobody being interested in it to everybody proclaiming themselves an expert in it.

Ken McCarthy 06:50

It was like somebody flipped a switch, yeah.

Dan Kennedy 06:55

But look, that's happened with everything. I mean, it happened with crypto. It happened with 900 numbers. A lot of people are too young to even remember, but the craze over 900 numbers in marketing, as a marketing media, was very much the same as the early craze over the internet. And there was some reality to it, but there was a lot of unreality to it as well. I think the big distinction is that people wanted it and wanted to be in business. And when they say, I'm in internet marketing, or some version of that. That's as dumb as saying "I'm in Yellow Pages marketing," because it's not a business, it's just media.

That's all it is. No less, but no more. And people who have gotten confused about that or been deliberately confused about that, are at best, making money for a short period of time while building a tall, heavy structure on a piece of thin ice or on the edge of the beach in the Florida Keys, and their vulnerability as anybody's vulnerability is when they depend on any one anything. And I'm constantly telling people online is not 50 different media. Online media is one media. And the people that have let themselves be dependent on it and think that it's a business are very fragile and tend to come and go, and many of them finding themselves unable to actually sustain a business that way. Some become multi-channel marketers and they start online, but then they build brick and mortar stores, they put sales teams out in the field. They use direct mail. They use TV a lot. Others who find they can't sustain a business that way, become experts, consultants, coaches, and trainers of how to do what they can't do. Which, of course, you have to be very careful of.

Ken McCarthy 10:32

I think one of the virtues of the internet as a channel is you can still test ideas, raw business ideas, and then, of course, headlines and pricings and offerings and all that stuff, relatively inexpensively to see if you even have something that the world's interested in. But no one should ever just stay on the internet. I even said that back in 1994. I forget what I said, but like the feature of a mature business is they use

every channel they can possibly squeeze \$1 out of. And why wouldn't you do that? But I find and I know you do too, that's the hardest, in 2024 that is the hardest message to get across to people.

Dan Kennedy 11:17

Yeah, it's very difficult. And look, when somebody found a fountain in the desert, and it is gushing water, and they are drinking all the water they can possibly drink. Telling them that they ought to be busy drilling five other water holes, because all good things come to an end, is not a welcome message.

Ken McCarthy 11:57

Well, that's the best analogy I've heard for this. That really sums it up very well. Nobody pays for prevention, everybody pays for cure.

Dan Kennedy 12:09

Yeah, and look, again, when you're in that position, being told about stability comes from diversity and that fountain is partially a delusion, it's tough. So I get clients who get it principally, that's why they come to me, or that I can convince. I have a big client right now who has lived and built a good business for two years, almost entirely from Facebook. And they have arrived at my door because they are scared, as they should be. Now, they are smart enough to be scared. You know, not a lot of people are. And, you know, the other thing about media is that all media starts out like the frontier town that isn't even part of the country yet depicted in Deadwood, and it's a lawless place, and you can do anything you want, and a lot of money gets made because it's a lawless place. Every media starts out that way. TV infomercials started out that way. Just like with you and the internet. When Reagan deregulated and you could again by half hour time on TV, there were really only a very small number of us involved in the industry.

Ken McCarthy 14:28

And sorry to interrupt, but people should know who don't know – the background is, Dan, among all the other things he's done, was one of the original pioneers of the infomercial industry when he started, when it was in the wild west stage. So this is not a theory or something he read in a textbook, something he lived.

Dan Kennedy 14:44

Oh, no, yeah, I was there. And, I mean, look, first of all, nobody knew what the hell you were doing, much like the internet, and generally, anybody that's saw it just thought it was crazy people. So, I mean, you could shoot a show with a camera, a flashlight and a pitch guy, and you could buy time for almost nothing.

Ken McCarthy 15:16

And people did, I remember, you probably saw those, like a guy would set up a camcorder in a Holiday Inn and just riff. And that was the infomercial.

Dan Kennedy 15:27

Absolutely and you could buy time for almost nothing, and there were no rules. So we all quickly figured out that you could make it look like a real newscast, and put people at a news desk, and make it like a

half-hour news program. You could make it look exactly like the Larry King Show. You could make it look like a talk show with man on the street interviews. You could have people in white doctor coats who weren't doctors. You could do any damn thing you wanted, and nobody said no to you. And so pretty much we did everything you could imagine. But then gradually – and Hemingway's great line, which is gradually and then suddenly – so gradually, the world woke up to what we were doing, and the stations and networks started to get antsy about it.

The FTC started to pay attention. Gee, what is this? Consumer complaints about completely fraudulent shows started to arrive at regulatory agencies. And then suddenly, two things happened. A lot of regulation and media cost 20 timesing overnight. And so people that weren't exploiting the media by building a backend business behind the shows, they were wiped out by the media cost. And so they they were just dead. And the completely fraudulent guys, they were pretty much wiped out by the FTC. But the restrictions then imposed by the FTC aon the really bad guys, of course, were imposed on everybody, and that media got a lot more difficult.

Ken McCarthy 18:04

You needed a legal department to run a big infomercial company, probably.

Dan Kennedy 18:09

Absolutely. So we are at the switch from gradually to suddenly about Internet as a marketing media any day now. Now we're speaking before the election, so it's going to be different depending on who gets elected president. But differently, it is still about to not be Deadwood. It is about to become a highly scrutinized and highly regulated media, and it is about to become a much more expensive media. And so essentially, the same thing that I lived through in the infomercial industry is about to happen here. There will be death.

Ken McCarthy 19:24

And in the meantime, I can tell you, and I know you've seen it too, over the last 20 years, there have been a lot of kill-offs. There have been a lot of successful online businesses where media costs changed, or Google just decided, Hey, we're not going to run ads for these kinds of businesses anymore.

Dan Kennedy 19:41

That's the other thing that exists with every media. People don't understand that you can be thrown out of media, or media can be entirely taken away. So in the early days of TV there were no rules at all. There were a lot of hour-long infomercials, and then the FCC made it all illegal, and the most you could buy was two minutes of continuous time.

Ken McCarthy 20:12

Just to give people context, we're talking about the early days, we're talking about way back in the 50s, those are the infomercials. There's actually a generation of infomercials before the second generation, right?

Dan Kennedy 20:26

That's right, starting black and white TV, and as they were made all illegal, and Reagan deregulated it. So there was this big gap when you couldn't do it at all. The do-not-call laws, there were mortgage companies and some of the real estate industry that literally ended overnight when the do-not-call laws went into place, because that was their one way of generating leads. You know, here's the white pages, here's a telephone, get to work.

Ken McCarthy 21:12

I think it might have been even a little more fine-tuned, because I think you were able to find out who took out a loan when, and then you could guess what their interest rate was. The re-fi business was huge in the early 90s.

Dan Kennedy 21:26

And it killed them. In real estate, for my client, Craig Proctor, big coaching business in real estate, I have never yet written an ad that has outperformed the one we ran for him then. The headline of which was Call a FFSBO – which is a for sale by owner – Call a FSBO, Go To Jail. I've never beaten that headline, and believe me, we tried. I had an ad running in Success Magazine once, a full-page ad that was producing front end at about eight to one. And delivering great customers. And it ran for three months before W Clement Stone himself noticed it, and they immediately threw us out. And any media could do that. Now, the online media, they can be trickier. They can just throw you out, or they can suddenly dictate something you can't do.

Ken McCarthy 22:52

Like, for instance, changing your ad copy. Apparently, you're not allowed to point out that overweight people are overweight.

Dan Kennedy 23:03

You got it. I had a group of Orthodontists all across the country minting money with the Facebook ad campaign I built for them. And all of a sudden, some, you know, 22 year old Gender Studies major grad who found his way into the compliance department at Facebook said, You can't run the before and after pictures, because the before pictures make people feel bad. Which, of course, is the point.

Ken McCarthy 23:47

Oh my God.

Dan Kennedy 23:51

And the ads don't work without them. But even trickier, they can suppress your advertising. So you don't really know that you're being suppressed. Amazon is dnow, you may or may not know this, but with nonfiction, Amazon is having AI read the books, and if they find a certain number, which nobody knows what that is, of inappropriate language and ideas, they suppress the book. So it's there still. It's for sale, but it ain't gonna pop up.

Ken McCarthy 24:50

I saw that. I didn't see the AI application, and I'm sure they run it through the AI, the AI gives it a number, and then the number is God, right? And it's all over. But they absolutely did that with the Robert F Kennedy book on Fauci. He had the best selling non-fiction book in the world for months running, and they never featured it on Amazon.

Dan Kennedy 25:12

That's right. And see if you don't get featured, if you don't come up early, when somebody goes to Amazon, if they're going there for category of interest, right, a customer is going, just like they go to the bookstore, they would go over to the business section, and they're looking for a book that can help them with X, Y or Z, right? If you don't come up early in Amazon, then whatever comes up early gets that customer.

Ken McCarthy 25:55

Yeah, it's like, if you have a card table in that section with 10 books on it, that's where everyone's going to look first, and if they find what they want, they're done.

Dan Kennedy 26:04

That's exactly right. Google, of course, can suppress you in search. Facebook can suppress you in search. Instagram can suppress you in search. And you may not know it. Now, if you're paying attention, you'll see it in your results, and then you will start to look for what the hell is happening here? I have one book this year. We have five new ones. And we get very consistent results, because 60-70% of my books are consumed by pre-existing fans. So I know within a pretty narrow range how many books we're going to sell the first month, and how many books we're going to sell the first three months, and what all that looks like on a day-by-day, week-by-week basis.

And I know what we have to do to get Amazon to put us on the card table you bump into when you first come into the store. And I know what they have to see to get excited, and it's all algorithmic. So I know what they have to see algorithmically, to get excited and even do a promotion. So really, for the past three years, often they have emailed all the Trump book buyers saying, You might like this Duke Dan Kennedy book too, because they detected a big crossover between Kennedy buyers and Trump buyers and Trump buyers and Kennedy buyers. So we know all that and we manage all that. So I've had one book this year that oops, all of a sudden. So the first three weeks were par, and then all of a sudden, they were like way below par. So I don't even look at Amazon, by the way, I don't look at any online media, personally. I haven't seen the Facebook ads I write. I haven't. I don't care. I don't want to see it. A Facebook ad, to me, is a classified ad with a picture. I've seen classified ads all my life.

Ken McCarthy 28:58

But you are looking at the numbers.

Dan Kennedy 29:01

I'm looking at the numbers, that's correct. And so now, publisher, agent, etc, investigates. It's not hard, by the way. I tell Carla, go to Amazon, see where this book is, because in rotation, in its timing, it should be coming up early, and it ain't. An older book is actually coming up early, but this book has suddenly

become invisible. And it's because of its content. Now, with a lot of shenanigans, we got it semi-fixed. But, and as you know, this is a big problem with email marketing. People have no idea how much email is being redirected. Never delivered or put into spam filters. Carla still has AOL. As do, by the way, a lot of people.

Ken McCarthy 30:28

Yeah, they were once – 50% of all Americans accessed the internet through AOL at one time. So that's a big inertial factor, yeah.

Dan Kennedy 30:38

So she's still there. So she gets an email from a friend the other day. She prints it out and brings it into show me. So the subject line is, Vance won debate, Trump wins. That's the subject line. And they routed it into her spam account, but they still showed it to her, but they put a big fat notice on it. Right? We think this is spam. We are not sure, but we warn you of possible misinformation. Now, I guarantee you, if we had that same person send her an email that said, what's his name, Walt won, Harris wins. That would have gone through. No problem.

Ken McCarthy 31:42

I'm pretty sure that's the case.

Dan Kennedy 31:46

So the same thing happens with your advertising media, right? It happens like we do at No BS Inner Circle, all the Diamond members get what's called a Monday Memo from me, one pager. It goes out every Monday. Not a new thing. You'll remember it. We used to mail it. Then we faxed it, and right now, a certain percentage of them go by fax, and a certain percentage of the people refuse to get it that way, and it goes by email, but I am confident that my content gets a percentage of the email quashed, and they never get it.

Ken McCarthy 32:49

Even though they've subscribed, they've paid for it, they're waiting for it. The ISP, the internet service provider, decides, in their wisdom, that no, you should not see it. It might offend you. Might offend us. It might offend somebody across town. Can't deliver it.

Hey, we've crossed the halfway mark, and I'd like to shift gears a little bit. I think we've made the case that Internet-only is a really bad idea. And people come to you, as you point out earlier in the call, who get the message and then they say, Dan, show us what to do. Obviously, you can't explain your whole process, but what are some of the things you tell people who have a successful online presence who realize they've got to diversify?

Dan Kennedy 33:39

Well, so the most difficult and painful part is the money bath, is having to teach them the economics of different media and the new need of tracking deeper, tracking differential customer value. So if they come from TV, and they cost three times as much as where they come from Facebook, but if their two-year customer value is eight times better than the ones who come from TV, you have to know that.

And so differential customer value is really important, and the math of every media is different. And so that's painful, right? That's tough. The good part is that, generally speaking, big thumb rule, if you have something that works, wherever it works, with mere tweaks it will work in other media. So they're always sitting on unexploited assets. And that's good news, because getting to a message that works, it's not easy.

Ken McCarthy 35:37

Dan, not to interrupt, but when we say a message that works, we're not talking about clicks or inquiries. We're talking about something that works so well, it works all the way through to a profitable sale or a profitable relationship.

Dan Kennedy 35:49

Yes, I'm talking about money, so on the front end whatever your maximum allowable cost is for lead and customer acquisition, that it produces within that MAC, and behind that the acquired customer performs properly against its target value. So, yeah, I'm talking about money. I'm not interested in anything else. You see these people every once while you see somebody on Shark Tank, and they've got their claim to fame for their business is they're on TikTok, and they've got 50 million views. And somebody finally asks, Boy, that must have translated into a lot of sales. And, you know, they sold 164 litter boxes that play music, and they're mad that none of the sharks are interested. So, yeah, I'm talking about money.

Ken McCarthy 37:13

Well, I'm glad you brought that up, because this is a common situation. People, so-called influencers, and I guess they are influencing people, but they're sure not making any money influencing people. But they do have vast followings. And it's like, you got 10 million followers, can you not get them off social media so that you can communicate with them in your own way and not be dependent on a platform?

Dan Kennedy 37:37

Yes, if you've got 10,000 subscribers, my question to you would be, what is each one worth per year? Is it \$1 is it \$10? And so I asked the same thing. The other thing about this is it always feels to me like the speaker who could get a standing ovation, but can't sell anything, and cares about the standing ovation. And I mean, I sold from the platform a lot for 30 years, and for 15 of those years I did over a million dollars a year from the stage. I kind of know how to do that. But it's a lot easier to just get a standing ovation than it is to get credit cards. It's cheap and easy to get a standing ovation. And so the same thing to me is true about a following.

If all I wanted was a following, my business life would have been a lot easier, but I don't want that. I want really appropriate people who match with me, who have the ability to spend a desired amount of money, and have the willingness to spend a desired amount of money, and that's a tougher task, right? If you've just written a book, like you have, and if you give it to friends, family, relatives, neighbors, and ask them to read it and tell you what they think, they're all going to give you a standing ovation. They're all going to tell you it's fantastic. Now, if you ask them, would you like to sign up for \$100-a-month coaching program from me, now that you've read the book, you might get no takers. Well, but it's the takers that matter, right? So that's all I'm ever interested in with media and sometimes I fight with clients because they drift into doing brand advertising rather than direct response advertising.

And you have to drag them back. All the years that I worked with Guthie Renker on infomercials. We were at a direct marketing conference, Greg, which he rarely does, he was there speaking and took questions. And somebody asked – I didn't pay them to do it – somebody asked, Why do you guys keep Kennedy around? What the hell is that all about? And Greg said, Well, number one, because he's a giant pain in the ass who doesn't care if we keep him around or not? And pretty much everybody else really cares about being kept around. Therefore, secondly, he calls us on our drift and drags us back to direct response anytime we drift. And so you know that happens everywhere, and it happens online, because your online media – whatever it is, your websites, your video, your social media – most of it is built for advertisers, for clients, by people who come from the tech side, right?

Absolutely, they don't come from marketing, and they don't come from selling. And in many cases, they don't like selling. They have a disdain for it. And they are esthetics and graphics-oriented. So you know, you're having your car built by people that don't like cars, don't drive cars, and that's a problem, right? So to back up to a point, though, if you look at companies of size, who have started entirely online, in the info-marketing industry or in diverse businesses – apparel, like UntuckIt. They all hit a wall of what they're able to do online, and then the scaling stops. And the smart ones then use what they can do online to feed developing offline, and the dumb ones don't, but the smart ones do. And you're going to be hard-pressed to find a sustained, significant-sized, pure e-commerce business. They're, they're kind of like looking for unicorns. Now, there's a lot of them, but it's a delusion.

Ken McCarthy 44:35

Sorry to interrupt, but let's take Amazon, right? Phenomenal company, amazing infrastructure, but the highest percentage of their operating profits do not come from selling stuff and putting it in boxes. It comes from a totally different service they provide.

Dan Kennedy 44:57

They actually got caught, and they admit it, they don't even really like that original business anymore. It is the least profitable thing they do, but they feel like they have to keep doing it in order to be the star that everybody wants all the other services from, like AWS.

Ken McCarthy 45:31

So it's their loss leader, then

Dan Kennedy 45:36

That's what it's become.

Ken McCarthy 45:38

How crazy is that?

Dan Kennedy 45:41

And look, Amazon uses direct mail, and Amazon uses television. So right now, I think today is, what's the date today?

Ken McCarthy 45:51

Good question, the ninth of October.

Dan Kennedy 45:55

Okay, so last three days were Amazon Prime days, the three days where they have their big sale and Prime members get all kinds of great stuff. Well, where do they advertise that? Television. In the midst of a political campaign, when TV time is very expensive, its prices are ridiculously inflated. Amazon, which has an email list of, like, all their own Prime members, and probably has an email list of, you know, everybody that's ever bought toilet paper in America.

Ken McCarthy 46:38

And they could blast everybody with pop-up ads that come to the site, and they got all kinds of options.

Dan Kennedy 46:43

They could do all of that. But where are they also? I'm sure they are doing all that. But where are they also? Television, television. So they understand. And they mail a Christmas catalog. I don't know. I doubt everybody gets it. I don't know who gets it, but I know I get it. We get it. Carla gets it. And for their B to B stuff, early in the AWS days, they were using direct mail to fill free evening seminars to show it to business owners. So these people, they are, I think, like I describe myself as media agnostic. So there's all sorts of things I personally don't like, and there are all sorts of things I personally won't use, but that does not affect my business judgment about them.

Ken McCarthy 48:07

You're looking at the numbers, and wherever the numbers work, even if it means painting your ad on the side of an elephant and marching it through town. If that pays, you'll do it absolutely.

Dan Kennedy 48:17

Yeah. My question is, Where can we get an elephant? And so right now, I have one big client I'm doing a lot for, and I have 12 ongoing private clients. And I'm just looking at the list, there are none who are single media of any kind. There's only one who is online and email dependent, not entirely, but enough. And they're my problem child. They are always having some kind of problem and having to reinvent things. As you also know, evergreen is not impossible, but it's hard to establish online. Internet Marketing is, it's appropriate to use a verb because it's like a daily job, whereas in other media – I think Guthie Renker is on the third year of running the [unintelligible] show, which is kicking ass and taking names, without having to change it. I get royalty checks on ads and direct mail pieces that I did five years ago, six years ago, seven years ago, that are still being used every day.

Ken McCarthy 50:24

And this contrasts with the people that have to come up with a brand new YouTube program every day of the week, and they're still not selling anything.

Dan Kennedy 50:35

They're in the content creation hamster wheel. And in reality, they're actually working for social media, rather than it working for them. And a lot of people, of course, you know, they don't count their time.

They don't even accurately count – it's not just the cost per click. It's the cost of what you have to do after you get the click to actually monetize it. Alike I consulted with a client last year, and he got into habit during the virus lockdown years of doing a new YouTube thing every day, and it kept his business alive. It's an info marketing business for hobbyist artists, painters mostly, and a pretty nice business, by the way. But he was continuing this. So every day he's writing a script and he's going to a little studio he built, and he was spending like two hours doing this YouTube thing every day, and I said, You got to stop this. This is insane. And it wasn't easy to get him to switch to once a week, but the revenue actually went up.

Ken McCarthy 52:50

You know, it's funny, there's something addictive about the hamster wheel, and I'm not sure what it is, but it is. It's like you have to go cold turkey from it, and you need someone to hit you upside the head.

Hey, we're getting the two-minute warning. So I know you have a newsletter. It's printed on gold paper. I don't want to aggravate my friends in the marketing world, but it's the first thing I read. And never fail to read. As soon as I open the envelope, everything stops and I start reading it. I'm just going to say this because I think it's subjective. One issue could give you busy and actionable ideas for a year, if not a decade. And you get a new issue every month. I can't imagine business life without it. I don't know the name of the thing. I just opened the envelope and read it. What's it called, and how do we get it?

Dan Kennedy 53:41

You're describing the Dan Kennedy Letter, which we actually don't widely promote. The doors aren't closed, but its audience is largely Kennedy lifers like you, and so I am very uninhibited there. In fact, I got a fax yesterday from a long-time subscriber, and he talked about several things that were in it, and his ending paragraph was, It almost seems like we are pen pals using different media back and forth. And so that is that. And it is available from Pete Lowell's office.

Ken McCarthy 54:42

And I'll make that info available to people.

Dan Kennedy 54:47

Then also, there's a whole plethora of Kennedy marketing-related content, including the monthly no BS Marketing letter. Monday Memos, diamond member-only videos. I'm spending all day tomorrow in a video studio, and that's at MagneticMarketing.com and of course, all my books are on Amazon.

Ken McCarthy 55:16

And for people that don't know, just go to Amazon and type in Dan Kennedy, and you're going to see a not not a book or books, but shelves of books, and every one of them is one of my favorite books on that particular topic. He covers business from every conceivable angle, based on not a few months or a few years, but on decades of experience. Dan, thank you so much for the time today and for everything you've contributed to my career. There would be no me without you, at least in the form that I am now. You introduced me to real-life direct response. You listened to me when no one else would. You gave me an audience to speak to, and I really appreciate it.

Dan Kennedy 55:58

Thanks, Ken. I appreciate you too. You have been extremely helpful for me as well.

Ken McCarthy 56:05

Well, glad to hear it. And guys, if you want a positive kick in the pants, get with one of the things that Dan talked about. What it will do to your outlook and your understanding of what's going on in business, you won't recognize yourself in a few short months after you get started. Thanks, Dan.