

Jeremy Blossom:

Hello, everyone, and welcome to the Secrets of Marketers podcast. The only podcast you can rely on to give you real, raw, unfiltered marketing advice covering the latest tips, tricks, and tools that millionaire marketers use to make money online. I am your host, Jeremy Blossom. Sit back, relax, and let's start discovering the true secrets of marketers.

Jeremy Blossom:

Hello, everyone, and welcome to another episode of the Secrets of Marketers podcast. I'm your host, Jeremy Blossom, and I have the honor of having one of the most badass customer acquisition marketers that I know, Mr. Maxwell Finn. Max, welcome to the show.

Max Finn:

What's up, man? Way to set it up real high so it's the most badass marketer who also has a six-pack working on his lap right there.

Jeremy Blossom:

You are an absolute juggernaut, man. Your company, Unicorn Innovations, is responsible. You can actually trace this back to hundreds of millions of dollars' worth of money that you, guys, have been able to drive, sales that you've been able to drive using your tactics. And so, I know that some of the most popular shows and episodes that I've had have been around eCommerce and buying traffic. And so, I'm so excited that I can have someone like you who can start to drive home some of the things that you, guys, are working on. But I'd love for people to get to know you. Maybe you can give us a background on yourself and Unicorn Innovations.

Max Finn:

Sure. So, I want to keep this short because nobody likes hearing long stories about people that they don't care about. We're out of the gate, we're going to the exciting stuff, I promise. I come from a family of entrepreneurs. My grandfather is an entrepreneur, my dad's an entrepreneur. It's in my blood. That's all I've known since day one. I started my first company while I was still in school, did the whole Silicon Valley venture back thing. It was awful. I hated it. Ran it for two years. We had a big team, we did the Silicon Valley thing, have massive burn rates and you hire tech, tech, tech talent. And we realized we need to figure how to make money is too old, too late. Lost everything, went out of business, lost all my money, all my savings, and started at negative because I had nothing plus \$15,000 to \$20,000 in credit card debt that they used to keep the lights on and employees paid.

Max Finn:

Towards then, I got into eCommerce. I started my first store called Startup Drugz, which we sold about a year ago. We sold entrepreneur apparel, really simple but it took off, and that was early days on Facebook, early days in print on demand, drop shipping. So, I got the taste for this of like, "Hey, I just did this thing for two years. I didn't make a single dollar because we're building this product, product, product.

Max Finn:

And then, I started this other thing where I don't touch any inventory or products, I just want to add from here to here, and I make money day one, and it was like a light bulb. And I knew this is what I want

to do. I wanted to do paid traffic, I wanted to do eComm, and I wanted to scale businesses online. So, that led to an agency. We started with Kevin Harrington. There's a lot of stories here that go through all this, right, but my partner, Jeremy Adams, and I, we started that company with Kevin called Quantum Media. Ran that for about two years, and that was really exciting. Kevin gave us such clout and gave us a huge leap in our careers by working with him. He took us everywhere, and we got to work with companies like 3M and go to the headquarters and all kinds of amazing stuff.

Max Finn:

And towards the end of that, we had different viewpoints of where we want to go. Jeremy and I wanted to work with certain types of businesses. They want to do different things and we had an amicable split in the company, and that's where started Unicorn. And so, basically, Unicorn's about three years old. It's a holding company that has multiple brands under it. We have an info product business where we teach what we do, so we have courses and monthly trainings. We have a mastermind, then we have consulting and pseudo agency work. We try to get out of the agency because it's not that exciting of a business for us.

Max Finn:

Then, we have our own internal brands. So, we have a really fast-growing collectible business on the conservative side for politics. And then, we have performance. So right now, performance is really exciting. That's all CPA, CPL deals are working out. We have some really good relationships with all the big networks, but also working direct with brands, really fast-growing brands, instead of working with networks and fostering on relationships and deals.

Jeremy Blossom:

Yeah, that is one impressive story of how you actually were able to come up, man, through the internet marketing world. You did pass over some pretty cool highlights like, for example, that little business that you started that you just recently sold off. I mean, you got that thing going from zero to six figures in four months right out of the gate, which is ridiculously hard to do. So, that's a huge kudos. And then, you got the thing up to a half-a-million-dollar runway within six months. So, you've got this knack for finding really, really unique opportunities and scaling them.

Jeremy Blossom:

So, part of the show and then the purpose behind the show is taking people like you and figuring out what are they excited about right now? What are some of the secrets, strategies, and tactics that they're going to be going all in on? And you highlighted it here at the end with your intro about some things that you're looking forward to really moving forward into. Can you go into this idea that you've come across and how you're starting to approach it?

Max Finn:

Yeah. So, what we realized is we've done agency work for so long. That's been our bread and butter for a very long time. It's a great business to get into what we do because it allows you to learn and develop skills on somebody else's dollar, right? Somebody pays you either a flat retainer or percent of adspend, some type of thing to run ads for them, and that's great. Like I said, we're getting started. It's also a great cash flow business. So, if your goal, you're young, just getting started like, "Hey, I just want to make money. I've made money, I want to make money now," it's a great business to do that.

Max Finn:

The problem is a lot of people don't think about the big picture, right? They don't think beyond the day-to-day, the month-to-month. They're just thinking about how do I make money? Agencies are very, very difficult to exit. It's very difficult to get out of it at any point, because it's really you. It's you and the talent. So, people buy you. It's an acquire right there. They're acquiring you for talent.

Max Finn:

And the other big thing is you're building somebody else's dream. You're building somebody else's asset. So, we saw from day one, and again, we don't take all the credit, but there were a lot of businesses and a lot failed. But there were quite a few that were doing nothing. We got them to hundreds of thousands of dollars in revenue directly with Facebook or Instagram in the first few months, and then they were able to parlay that into getting retailed deals, into getting into networks. And now, some of these businesses are doing tens of millions of dollars a month. They're massive businesses, and they could sell for high eight to nine figures. We have no stake in that, right? We're gone.

Max Finn:

So, our thinking now has been, "Well, we're done building other people's assets. We're done building other people's streams. We need to start building our own properties. We need to start thinking about the long term and how can we build something that we can own, and we can sell, and have a liquidation down the road." And so, we're doing that with our internal properties.

Max Finn:

So, like their collectible business, we know that market's really well in politics, we've done it before in a performance setting. And so now, we're like, "Hey, the timing was great. We know all the numbers because we did in 2016, and now we're just tripling down on it." We're building an actual company around it, and we're building something that we know. We have 100,000 person email us ready. We have a massive content site that's growing. We have a store that's growing every single day. We know we can sell that business if we want it to. We also know there's going to be a cash cow in Q4.

Max Finn:

And then, the same thing on the performance side. Performance, "Hey, we've a lot of people that want us to run ads to their offers and pay us a generous CPA," and that's great for certain brands. However, we're now at a point where we want something bigger. So, instead of just driving traffic from Facebook or Google to somebody else's landing page, their pre-sell, and collecting a CPA or CPL, let's build our own hub, our own content site, where we can create our own listicles, our own advertorials, our own product reviews, and drive traffic to that first, build our own audience around traffic, our own organic traffic as the content or on the list, and then send them to the offer on the back end. So now, we have an asset that, "Hey, again, if we lose an offer, an offer dies, we're not back at square one."

Max Finn:

That happens to so many affiliates that I'm sure you know. They can be making a lot of money. I have buddies I know that make \$20,000, \$30,000 a day at certain times of the year because they find a hot offer and scale it, but guess what, that offer may die tomorrow and get zero and you have nothing to show. You're literally at zero. There's no residual there or anything. And that's not sustainable. You can't build a business that way. That's a terrifying way to build a business.

Jeremy Blossom:

Yeah, and you can't scale it, or you can scale it to a point of wherever that offers skills it but the repeatability is very, very hard to do. So, I love it. Let me just break this down for everybody. So, if you're an internet marketer and you are running traffic to different affiliate offers, this is probably how you make a big chunk of your money. You may have some courses that you sell or things like that, but predominantly the things that you try to scale on. And how many of you have had it where you guys are running this offer, all of a sudden, the offer just starts to fall apart? It doesn't perform as well. It doesn't back out anymore.

Jeremy Blossom:

So, you have to stop sending traffic to it but you're really bummed because you may have been at five figures a day with the traffic you're spending and you're making a lot of money, and everything starts to fall apart. We've all been there. We know what that feeling is, and we're dreading that.

Jeremy Blossom:

And to Max's point, then what you guys do and what we all have to do is go find that next offer on the phone or IM-ing people and saying, "Hey, what's up? What are you guys doing? What's hot?" And you try to go and restart the whole thing. What Max has been able to figure out here is if you just add one piece in between that person's offer that you're promoting and the ad that you own, all of a sudden, you're creating a media, basically a media company, like a media property, a micro brand.

Jeremy Blossom:

And micro brand is now collecting the pixel data from everybody coming from the ads. They're collecting what's working, who's clicking on this if they're interested, so you're showing intent and capturing it. And then, you're able to go and capture the data and also make the sale, but we know to your political lists that you guys have been running that you know that these people are interested in X, Y, Z. So, if they're interested in X, Y, Z, they'll highly likely that they're going to be interested in something else around that same topic or general category. And so, you don't need to go back out there and re-buy all that traffic and re-engage all that traffic. You now have an entity that you can actually use to serve and continue to have a conversation well after that offer's long gone. That, my friend, is genius. That's great.

Max Finn:

Yeah, I mean, it's the only way to build a business. I think that's the big discussion. And that's the big, I think, mental discussion you'd have if you're an individual business owner or you have one or two employees right now, it's like, "Are you trying to do something because you just want to make money today or are you trying to do something because you want to have something that you can make a lot of money with down the road?" And I don't think enough business owners, enough entrepreneurs, especially people getting better or new to it, are not thinking big picture.

Max Finn:

Like I talked about earlier, they're thinking about today, and it makes sense because if you think about Maslow's hierarchy of needs, the base is survival, it's food and shelter. We're programmed as human beings. If we are not making enough money to get the basic necessities and if you're worrying about rent every month, worrying about the food, your food bill or your grocery bill every month, if you're

worried about those things, you really can't operate at the level you need to as an entrepreneur because every decision is based on, "I need to make money today to pay for this thing now."

Max Finn:

And so, the problem is people live like that for years. I know I live like that for years. It's very hard to break that habit even when you start making money. When you start making money and all of a sudden you're like, "Okay, now I make way more than I need to make every month," you keep focused on those things that guide the money. You can't transition mentally to thinking about, "Hey, let me not make as much money today, so I can build something that I can sell for 10 times, 20 times its EBIT tomorrow." It was a lightbulb for me. This isn't an original idea. I'm not going to take credit for this idea, right? It's not a novel thing.

Max Finn:

About a year and a half ago, I sat down with Topher Grant, one of the founders of GiddyUp. He's probably one of the smartest people I've spent time getting to know and talking with. And he said to me, "Listen, we'll pay you all day long to run traffic to our offers and stuff, but if you want to do this right, if you want to sell something for millions, tens of millions of dollars in a year or two years, this is the way to do it." A light bulb went off my head. It's a no-brainer. It's not even just a no-brainer from the standpoint of, "I want to have a large liquidation event because that's how you build true wealth." It's hard to build even if you're making 250K or 500K a year.

Max Finn:

Just personally, it's still very difficult to build real wealth off of that because you can't put enough capital into the market to have that compounding effect, right? It's a slower process. If you sell a company for \$10 million, \$20 million, \$50 million and now you have a few million to play with, now you can do a lot more with it, now you can really start investing, you can start really amplifying your wealth. So, our focus has been building that asset that we can actually sell, have a liquidation event that allows us to get to the next phase in our careers of actually starting to be more like VCs and invest in people, and that's where that next level of success really starts happening.

Max Finn:

But it's not even just the money component of it that makes sense about building the assets. It's also if you're a performance marketer, you're taking a lot of calculated risks and taking a lot of... You're making a lot of bets, right? So, you're hoping that this offer is going to work. You're putting all your eggs in that basket. You may run four offers a month, five offers a month testing, but each time you're hoping that that single offer and that single pre-sell works and resonates. And most of the time, it's not going to work.

Max Finn:

If you're building something on your own site where you can say... Right now, we have one of our copywriters putting together, they're just about to publish it, a gift guide for Mother's Day. It's broken down into four categories based on types of moms. So, we have the four best gift ideas for the glam mom, for the not so tech-savvy mom, for the health nut mom. Now, we can run ads to that, and now we have 16 different offers on there. So now, we have basically 16 tries with one shot at that something resonating because one of those offers might not resonate, but hey, now there's 15 other ones so there's a much greater chance that something clicks with that person. And so, our odds of being

profitable increased dramatically as well. It's also playing that game of just the offers all of a sudden become a lot more profitable because you have a greater probability of finding one thing, one angle, one product that resonates with each user.

Jeremy Blossom:

Yeah, that's great. That's a great point. We got into that business a few years ago. Very similar mindset, right? Straight points in agency, we're still in agency, and we were building out other people's brands and websites and making them a bunch of money. We were buying a lot of media and traffic and do a lot of lead gen. And the light bulb clicked for us as well when we're like, "What we could be really doing here as a performance marketer is we could be doing lead gen for our own properties."

Jeremy Blossom:

So, we launched our first property, [investingshortcuts.com](http://investingshortcuts.com), back in late 2016. We grew that property up, we grew that email list up. Well, that email list every single month is generating between \$20,000 and \$30,000 a month in revenue every single month, and the website and the brand now have a way more value than the offers that they're going to. It doesn't actually... Investing Shortcuts doesn't have anything it sells that it owns. It is just used to give away good solid education material to attract traders and investors who are interested in the offers that our partners are trying to sell. And so, we're able to monetize something like that.

Jeremy Blossom:

But I think that the switch for us too was you got to stop trying to scale your income, right? That's what everyone's so obsessed with, scaling their income, scaling their income, "I want to make 300k, I want to make 600k, I want to make 900k a year," and that's what all they're focused on. It becomes really short-term thinking. The way to true wealth is by scaling your value, how much something is worth. That's how fast you can scale that. And the wealthiest people in the world have figured this out.

Jeremy Blossom:

I used to be a financial advisor and I would tell my clients this, I go, "How many stocks did Bill Gates own to become the richest man in the world? One. One." That's how he did because he was able to scale the value of that company. And so, that's a really important distinction for a lot of performance marketers out there is like, "Are you just chasing the buck?" I mean, look, if you're not there to support your family or to invest back into creating a brand, then sure, yes, focus on your income strategies. But if you've got to a certain point where you're at least comfortable, then you need to be thinking long term. Make that switch sooner than later, and you'll be thankful that you did.

Max Finn:

You can balance both, right? I think this is also where people make mistakes is it's not binary, it's not this or that, right? There's a middle ground and this is something like I learned years ago from Ezra Firestone has been just a really tremendous friend and mentored me over the years. This is before I even got to know him, he shared something at a course I bought at his or an event that he was speaking at, and basically said, "The way we buy media is when we start on one channel, we then reinvest 20% of the profit into other channels. So, hey, if Facebook, you get to \$1,000 a day in profit, we're then taking \$20 a day of that profit. And now, we're testing Snap or testing YouTube. And then, guess what, one of those channels starts..." It's a compounding effect there. And the beautiful thing with that is you're reinvesting profits.

Max Finn:

We don't really know this anymore, but if you're a W2 employee, when the government takes that money out before you get it, you don't see it, right? When you're an entrepreneur and you don't take it out, all of a sudden, you're like, "Crap, I got to pay the IRS \$50,000 at one time." It's like, well, if you took the money out each... You paid yourself distribution, you put up the issue. And so, it's the same thing. It's way harder for marketers, business owners, to invest in things when something stops making money. Now, they're not making any money because now it's out of pocket. It's coming out of the bank account, right? Whereas if it's profits, you're making a little less than you're already making. And so, if you're a performance marketer, you can still run solo offers.

Max Finn:

We still run because we have great relationships with some brands like Onnit, for example. I love the brand. We're scaling a lot of their offers and we're going direct to their pre-sells. And the reason we're doing that is because Onnit is a massive brand, we're running from their page, the verified page. So, there's a lot of benefits for us doing that. But what we're doing is we're saying, "Hey, if we're making 10k a day profit running ads for Onnit, we can take 2k a day. And we can invest that into building our audience for our Unicorn product site," because that's a reinvestment of profits. And so, now it's like, "Hey, we're spending \$2,000 a day driving traffic to our own listicles, our own pre-sells, our own email list, and building that. We're not spending money. It's not a cost for us anymore. It's an investment, and we're taking out our profits."

Max Finn:

So, the dynamic is totally different. It's like we're playing with the house money at that point. It's like if you're at the casino and you're gambling, right? You buy-in with 10,000 at the craps table, you win, and you're up now 20k. You take 10k off the table, now you're playing with the house money. If you lose it all, who cares? But you could win more, right? It's so obvious, but unfortunately, a lot of people just... There's something about it. I don't know what the reason is why people use a block that they can't see it or they just don't do it. And I still don't know why it is. It happened a long time. But once you start doing that, it's a game-changer. It changes everything when you start thinking about it that way.

Jeremy Blossom:

Yeah, I think that a lot of people don't have just the very tangible, simple, practical ways to start. And I think that as what's advised to you, just saying here's how he does it, and he planted that seed, it gave you a plan, it gave you a blueprint that you can say, "All right, I'm going to start it by taking 20% and then doing this."

Jeremy Blossom:

So, I think that was a really good nugget for everybody that's listening in here how important it is to just put together a plan, all right? Could you make it 25% tomorrow? Sure. Max can make it whatever he wants tomorrow. But he started off being intentional and made a plan beforehand, not just, "Oh, I guess this month..." Because if you don't earmark ahead of time and you don't plan for it... I mean, look, we're all humans here. I love one of Dave Ramsey's quotes about saving money. He's like, "It's 80% behavior and 20% intellect." It's not that anybody's not smart enough to understand how to save money, it's just the behavior.

Jeremy Blossom:

And so, we need to create an arena, is what I like to use, the word is an arena, like an atmosphere that we can succeed so that we can manage our behavior. Because if I see an extra 7 grand that comes through that I didn't know or was expecting, I'm taking that \$7,000. I'm just going to... That's great. That's found money. But if I said, "Hey, I've got this plan. I really want to go and get this particular business at this profit level," and I have this extra \$7,000 that comes in, I'm putting all that money towards this because that's the goal. That's what I'm focusing on right now. I'm not focusing on my individual income getting it to this point or taking this amount of money out of the company.

Jeremy Blossom:

So, put that in your thinking and I think that could help. But I really do like your practical, "Hey, let's set something up and go for it," which is actually a really great segue into something that you and I were just talking about before we jumped on, is being very intentional specifically with the media buying that you guys are doing.

Jeremy Blossom:

So, in addition to your model owning your own assets that you're running your performance traffic through, genius, you should definitely do that. I recommend everybody start to do that. That'll help increase your wealth. Now, let's get tactical and get into buying media and sending traffic to that site. What are you seeing that's being successful right now for you?

Max Finn:

Sure. So, one of the things that I learned a while back... I was going to analyze what makes certain media buyers better than others, what makes people more effective, more profitable, in general, as human beings doing most things they do on a daily basis. And I found that on the opposite end looking for what makes the most effective, if I was saying, "What makes the most ineffective? What are the problems and drawbacks," what that led me to was, I try to think of the best way to word this without being negative or saying the wrong thing, it's like overabundance of confidence in your gut, I guess. So, your gut can be great. There are certain times where going with your gut, the other term, it can work.

Max Finn:

I think the challenges with media buying is it's a very mathematical thing, right? There are concrete numbers. There are concrete benchmark KPIs, and there are trends and patterns that emerge. And so, I started thinking, "Can I automate this? Can I separate myself from making a lot of the decisions?" Because what happens... I'll try to run a scenario of an example, and I'm sure anybody watching this that runs Facebook ads or any type of ads will be able to relate to this, what happens.

Max Finn:

You're running campaign, and it's 11:00 AM You have a bunch of ads in there and they're just doing terrible, right? Just not profitable, really, really crappy ads, and they're getting a lot of the spend. In your head, you're like, "Hey, it's only 11:00AM. It can turn around." So, we're going to let it ride. And then, it's 2:00 PM, and the same thing, they're still doing terrible. "Well, it's 2:00 PM. Give me another hour. It'll turn around." It's got to turn around, right? They got a few more sales. Now, it's 5:00 PM and it's still going downward. You're like, "Crap, if it's 5:00 PM, there's no reason to turn anything out. Just let it run." That happens in every single ad account every single day for every single business.

Jeremy Blossom:



100%.

Max Finn:

And so, what I started discovering is Facebook is a volatile platform, right? I didn't discover that, I realized that. Everyone eventually realizes that, right? Facebook's a much more volatile platform than, say, Google, and that can be a good thing or a bad thing. It's a good thing, just like trading, if you know how to play trends and you know how to set stop losses in place, so you cut your losses early and fast and you scale things that are working, right? So, that's all I wanted to do.

Max Finn:

Can I identify certain indicators and trends during the day, certain behaviors and patterns, that when it crosses this threshold, an ad or ad set, we take this action whether it's a reduction in budget or whether it's pausing it for the day and restarting it tomorrow? And on the flip side, can we scale things that are very profitable in a methodical way? And we found that we could. This is not groundbreaking technology that you need to do this. There's a lot of tools out there, whether it's Revealbot or Madgicx that do this for you even natively with Facebook. You can set up rules.

Max Finn:

So, we have really aggressive rules in place, and some people might see this. And if I was saying this a year ago with my year ago self, I probably think this is a bad idea because I used to be in the camp of let it ride, right? Just let it run, and it'll bounce stuff out. And I think there's still merit to that in certain instances and certain types of offers and certain types of strategies, but we have too much data now.

Max Finn:

In the other side, where much more active ad management where you're turning things off and scaling things throughout the day every single day, makes a lot more money on good days, and it helps us lose a lot less money on bad days, because there's always going to be bad days. So, that's basically a risk mitigation strategy and profit maximization strategy at the same time.

Max Finn:

So basically, we have stop loss rules that run for ads and ad sets. We look at usually it's like a plus or minus 20% of a 1x cost to consumer is what our stop loss rule is going to be. So, if we're selling a product for 30 bucks, that's the cost to the consumer, we'll have a rule in place that says, "Hey, any ad today that's spent \$30 out of sale, we're pausing it." And what we found is that's really aggressive. Every single day, we have numerous ads, quite a few ads that are crushing it, that are getting a few sales before \$30. And so, in my mind, it's like, "Okay," especially the way Facebook is a media-buying platform now where it's much more automated, much more dynamic and fluid with CBOs, dynamic and creative where budget is allocated more fluidly.

Max Finn:

I know there's enough winners. A game playing in my head is there are enough things that are very profitable that, to me, doesn't make sense to keep things on that or even like a little under profitability or losing money, when I have things that are working because all that's going to do is soak up budget and hurt my profitability for the day. So, I would rather, if I have eight ad sets in a CBO, it's \$1,000 day budget, I would rather kill five of those during the day or six of those and have two running from 2:00

PM on that are very profitable and get the remaining \$600 in budget, then keep all of mine for the day just for optimization standpoint.

Max Finn:

It's just, for us, we found that it's way more effective, it's way more profitable to have stop losses in place at ad and ad asset level. We do a similar thing, I set an ad set level. We also have cut offs that run at usually 11:00 AM and 2:00 PM every day. So at 11:00 AM, we usually cut off everything, every ad, ad set, that's usually, maybe 10% above breakeven. And then, at 2:00 PM, it'll be anything that's under 10% breakeven. So it's anything that's not profitable by at least a 10% buffer there. And that allows us to ensure like, "Hey, for the rest of the day from 2:00 PM on, every thing running an ad account, every dollar spent is going to the things that are working for that day." Because each day, different things are going to work. You can have eight today, this entrepreneurship audience with this ad on the way is crushing. Tomorrow, it tanks. So we're going to play that. We're going to play into that seeming weakness to the platform with an automated approach, essentially.

Max Finn:

So at a high level, and obviously, there's a lot more technicalities there, we're using more... Like Madgicx that we're you're using a lot, they're building an AI-based technology where those cut-offs are more dynamic than static. So, instead of saying, "It's a static \$30," you could set a multiple of the trailing seven-day CPA. So, it's constantly evolving as the ad account's evolving. So, that's what we're doing on the cut-off approach, on the scaling approach.

Max Finn:

We basically have three scales that run during the day, especially like surfing which is what Tim Burt make that really popular, the surfing approach, where you're increasing budgets but you're doing it just for the day and then resetting everything at midnight. The way we do it is we have three brackets. So, we basically have three different ranges of ROAS. And this is assuming it's a CPA, like an affiliate model. Obviously, if it's your own product, your margins and COGS are different. So, we have a first bracket is anything that's 1.5x to 2x ROAS for the day, which, for us, is 50% to 100% profitability. Then, we have 2x to 2.5x, and then 2.5x plus.

Max Finn:

And so, at 8:00 AM to 9:00 AM every day, the first bucket, the 1.5x to 2x, we're going to increase the budget for any campaigns that fall into that one time, 20%. So, it's going to be 20% one-time increase. If it's in the second bucket, it runs two times, so there's two 20% increases that happen. So basically, every 30 minutes in an hour, there's a 20% increase. And then the third bucket, the most profitable, it does it four times. So, every 15 minutes, there's a 20% increase.

Max Finn:

The reason we do it that way is we get the same magnitude of scale, but by doing it in that less than 20% increase, we're rocking the boat less. So, we found, and this is also from some data, we have been also just dealing a lot with the media buyers and what they do, that like anything under 20%, you run less of a risk of really rocking optimization for the day and resetting a lot of stuff. So, that's why we do four 20% instead of 100% increase one time.

Max Finn:

And then, we do the same thing at 11:00 AM to 12:00 PM, and then same thing at 2:00 PM to 3:00 PM. So, those rules run three times during the day. Hypothetically, a campaign that's absolutely crushing for the day doing 3x plus could have 12% to 20% budget increase throughout the day. So, we've had time where campaigns go from like \$1,000 hours a day to \$8,000 a day by the end. Now, it's not going to spend the full 8,000 because the budget increases throughout the day, so it's catching up fully. But at the end of the day, you could spend \$5,500 and do it really profitably.

Max Finn:

Again, it's all automated. We don't have to touch it, we don't have to think about it, we don't have to go with our gut, it's just we set it, we can make the numbers dynamic if we want, and it runs, and it resets and runs. So, those are a few things that we're doing on a daily basis to automate the media-buying process so we can focus just on the creative, basically.

Jeremy Blossom:

Yeah. And just adding to creative, that was going to be one of my questions. I have a few. So, first of all, as I'm listening, I'm definitely taking some notes. And I want everyone to make sure that you're not getting too hung up on his specific rules and what they're doing because we're not going into the specific offer and the payouts and the back ends. I mean, there's so much more obviously, as everybody knows. So, his rules are for his offers and the way that he's risked and things like that. That's number one.

Jeremy Blossom:

But what I want everybody to focus on is the fact that you have such unbelievably well thought out process to bind, because you're 100% correct. I would argue that most of the people listening to this show right now, if they're being honest with us, and they said how many times they made a change to a budget or to an ad set, that it was based off of a gut feeling, that it would be a resounding, overwhelming, "Yes, I've done that before." I'm guilty of it. We're managing a quite significant amount of budget and I've just said, "I feel like it should be this."

Jeremy Blossom:

So, I love the fact that there's a rule-based approach and the fact that you're tying this back to a trading mentality. Small marketers, entry level marketers, new fresh meat marketers are so much more caught up in the offer, the creative, the brand, the look and feel of something. And hard-core, seasoned, badass marketers, people that know how to make seven figures marketing. It's a math game, guys. It is purely a math equation. It's just numbers, numbers, numbers all day long. They can flip out any offer, ad, creative, all that stuff and it's going to be, "Can I get a number?"

Jeremy Blossom:

So, they're very brand agnostic. They're very copy agnostic. They want the best copy and they obviously know how to read good copy, right? But it would be like an actor who's memorized millions of lines. They're going to be able to know really good scripts from bad scripts from reading that so many times, but they're not the ones... Their emphasis isn't going to be on that. It's going to be on the demonstration of it, and that's how media buyers approach it too.

Jeremy Blossom:

So, that's my two cents on what you had covered there and how much I love how practical you're getting. Some of my quick questions for you, these are really broad levels, obviously the ad creative is one of those. "How do you keep up with the rotation of ad creatives when you're doing this?" would be my question.

Max Finn:

Yes. I agree 100% with what you said regarding the fact that creative off-road stuff is turned into math. I would say the better way to say is that stuff's still really important, but it's important in a way that we know that a higher end brand or brand with better influence and clout or a creative that's really good is going to lead to better CTRs, lower CPCs, lower CPMs, higher conversion rates, and that's what matters, right? So, we're not really focused on... We don't really care what the brand necessarily is. We don't care about those things from that perspective. What we care about is what that translates to into pure math, because then we can plug that we know exactly that this leads to this. If we can get this CTR and this CPA and this conversion, we can make it work, right? So, yeah, I do agree there.

Max Finn:

In terms of creative testing, super, super important. I think most people think that it's an audience problem or it's their campaign structure like, "Oh, I need to have six ad sets instead of seven ad sets, or I need to have three ads on an ad set or six, or I need to have this cost cap." Those things all matter to a degree, but 9 times out of 10, when something stops working, it's because your creative got burnt out. Literally, as we're speaking today, our Alpha Brain campaign had been doing just massive numbers every single day. The last two days just sucked, just really shitty days, barely broke even, which I guess in the grand scheme of things is still pretty good for having a bad day. But it was clear like, "Hey, we've run this creative for about a month. We spent a lot of money. It's definitely the creative."

Max Finn:

So, we launched a ton of new stuff today. Those new campaigns were getting \$20 CPAs on a \$55 payout. Each one's \$1,000 a day budget. So, we've had new creative and now we can scale it back up. So, what we're doing is that reinvesting the profits mentality. We're always thinking, "Okay, these things are crushing it right now, but they're not going to crush it forever," which is what most people... Again, a mistake that most marketers make is they double or triple or quadruple down on what's working, and they think it's going to work forever. "I'm going to run this creative, this ad set forever. It's going to make as much money forever, same numbers." No, it's going to die at some point. It might be next week, it might be next month, might be three months for now, but it will die. So why wait until it happens when if you're crushing it today? Reinvest those profits into new headline testing campaigns, new copy testing campaigns, new creative testing campaigns, new thumbnail testing.

Max Finn:

We test everything, right? I think this is another big thing. We're not just focused on, "Hey, throw a new image in our new video." There are so many elements that we can test there. We can take an existing video. That's actually what we did right now with Onnit. A video we knew worked, but guess what, most people see and stop at the first three seconds. So, we can take a great video and we can swap in a bunch of three second intros.

Max Finn:

We just got Joe Rogan to shoot a bunch of really cool workout videos and boxing and stuff, so the video is open with different fast-acting clips and rolling him doing kettlebells and boxing. And now, the videos are crushing it again just because we swapped out the first three seconds. Same thing with thumbnails, throw different thumbnail up on there. It makes a big difference.

Max Finn:

So typically, what we'll do is we'll launch a new CBO. It'll usually be a much smaller budget than our scaling obviously. It might be \$200 a day to \$300 a day to start. And we'll use our top 4, maybe top 6 audiences. So, we already know these audiences crushed. They already work. And then we'll throw in... We'll test four videos or test four images. We'll test four different headlines, and we'll run that for three or four days to find new winners in there. So, that's one approach. Again, nothing groundbreaking there, but it just works. It gets results.

Max Finn:

And if you do it consistently, if you're methodical, and you talked about behavior earlier, a lot of it is behavior. I can make this promise, there's not many guarantees in life or promises that can 100% of the time work. This is one of them. If you test, new creative, new copy every single day, you're going to make money. You are going to find things that work. There's just no way that if every single day you are launching a new few videos, a new few images, a new angle, you're not going to find something that resonates. It's impossible statistically, right? So, a lot of people don't do that though. They test sporadically. Maybe every month, they test a few things and their chances are much lower of finding something that works or beats the control.

Max Finn:

The other strategy, I know we're short on time, just for another angle people can take that we've seen work equally as well as the first approach, is to create a CBO campaign with your best audience. And you might have six versions of it, so six dupes. So, there's six total ad sets, each with the same audience. Let's say, it's entrepreneurship. So, entrepreneurship 1, entrepreneurship 2, 3, 4, 5, 6. Each one is running a different video or a different image or a different copy. And so, you're getting a little more budget, even budget distribution and more testing so there's less competition on the ad set to get spend on certain videos or images. And that's an approach that we found work really, really well, especially for copying headline testing.

Max Finn:

So, we split our testing strategy between those two things, depending on how confident we are in something. When we're super confident in the new creative, we'll do the first strategy. If we're just trying a bunch of crazy stuff that we've no idea, we'll do the second one because it gives us more focus on the control there.

Jeremy Blossom:

Yeah, I'm so happy that you mentioned and made such great points about creative. I can't tell you how often I see when we are either consulting with a client, i.e. somebody wants to hire us, the first thing we do is audit into their existing ad account. And I would say 9 out of 10 times, there's not nearly enough ad creative being tested and used and implemented for this to work. And so, they're expecting these crazy results, but I'm like, "Yes, you got them here, here, and here," and then it was just ad fatigue. And so, that was a huge point. You do need to have constant new creative there.

Jeremy Blossom:

I love another point you made too is how you're structuring your test out. If you guys notice and pay attention, this is so huge. I see this mistake being made all the time is that he kept his audience the same, audience, entrepreneur, entrepreneurship, entrepreneurship, and then he went and changed everything else. If you change your audience types and your ad creatives and you're trying to test between the two, it's not fair. It's not a fair true, true comparison. So, just like going back to school where you would make these tests using the scientific approach, you want to be changing the least number of variables to see the truest difference of what's actually making a difference and not.

Jeremy Blossom:

And the last point that I really liked that you made too is that if you just try something new every single day, you're for sure going to make money. I'll add one little caveat to that. I'll even go further with it. If you're just paying attention, if you just remember and try to win when you lose and learn from what didn't work instead of like, "Ah, it didn't work. I don't care about that. I just want to focus on what actually did work," that every single time... I say this to our clients all the time, "The first day I spend your money, I'll never spend it dumber." I just will not do it, right? The first day I spend your money, I'll never spend it dumber because I'm going to look at all the things that didn't work and I'm going to ask myself why didn't it work. And remember the fact that it didn't work when I did this. And then, the next time I spend their money, what didn't work and what did work.

Jeremy Blossom:

If you can constantly pay attention, not having ego and understand that, "Look, you have no idea why someone's going to buy something when they're going to buy something." None of us can predict the future just like no one can predict what's going to happen in the stock market tomorrow. But what we can do is we can look for, what I call, EFIs, early funnel indicators. And early funnel indicators or early offer indicators, they're plenty. And you just watching what's working, what doesn't work is how you're going to be able to go and get your own early funnel or early offer indicators that you can apply to your own strategy. So yeah, really, really good stuff.

Jeremy Blossom:

I did have two other questions for you just on the creative side. What's the process like from a team structure? So, you guys have a really big operation, you guys are really established, so it might be easier for you, guys, from an ad creative perspective, to get that going and rolling. But what are some of the things that you've learned from getting an ad creative team going? How do you outsource it all? What are some of your tricks and tactics to keeping fresh ad creative going?

Max Finn:

Sure. So, let me just add one thing. It's going to be one more thing, just a tip that's going to help a lot of people with the creative, to add on to what you said, tracking and documentation is huge. So, most people, the way that they view whether an ad was successful or creative is go to an ad manager and look at the individual ad. But that individual ads running under multiple audiences and multiple campaigns, you got to look at the aggregate. But it's also that ad is made up of multiple individual pieces. And so, you could be killing an ad and deciding that all of the elements don't work when the headline is actually amazing.

Max Finn:

So, what we do, we have a tagging system internally that all of our media buyers use, everyone uses on the team now. Basically, every ad, we have alphanumeric tag for each element. So, creative is CR and then the number of the creative, copy is CO and then the number, headline is HE, thumbnail is TH, the funnel it's going to is F and you go on so on and so forth.

Max Finn:

And then, we're using Supermetrics to basically have... We have a massive sheet that has all creative, all headlines, all copy, all funnel destinations, all thumbnails, and we list, "Hey, this is the video. Its tag is CR1." And then, we use Supermetrics filter to pull in all ads with that tag, so we can actually see how this individual creative has performed. What's its conversion rate? What's its click through rate? What's the CPC? Same with headlines, same with copy. So, we know at an individual level every element is performing overall. So, that's been a game-changer for us is to know at an element level, what's really working. That's a tip that everyone can implement and it's going to make a huge impact on your business.

Max Finn:

In regard to the creative team and how we do that, something that's really important is collaboration and communication. So, we do Monday, Wednesday, Friday, we have a Zoom call with our performance team. We walk through every offer, people share wins, people share what's working, what's not working. And we do a mindshare of ideas. So, we say, "Hey, I'm doing this over here. Maybe it'll work for this offer. Here's a headline angle I've worked on this offer, it's kind of similar offer. Why don't you try that? We're using this type of wording or this emoji or this [inaudible 00:47:19]." So, there's a lot of great synergies with sharing ideas, what's working, because we have such a volume of offers that are running.

Max Finn:

In terms of the creative team, it's similar. I mean, we're working to bring a lot more than in-house. But right now, we still do a lot of outsourcing. But even then, we still want to get them in our environment. We still bring them into our Slack environment. We get them working in our performance channels. So, they're collaborating with the [inaudible 00:47:46] network, with the brand. So, there's just a lot of synergies, a lot of communication happening.

Max Finn:

The last thing I'll say, and then we also share obviously all the data because we have a great reporting infrastructure so we can show-

Jeremy Blossom:

Are you using-

Max Finn:

... at a very specific level what's working.

Jeremy Blossom:

For the reporting, are you pulling a lot of stuff into Airtable for Supermetrics or are you using Google Spreadsheets for that, out of curiosity?

Max Finn:

So, we run... I mean, we have the Airtable for all of our task management in a CRM basis. But we have a really, really elaborate Google Sheet set up. Every buyer has a master sheet, we have offer sheets, everything's integrated into one master, one that I have that links everything together, every channel, every platform we offer. Also, Google Data Studio is for quicker reports and visualizations. But honestly, Google Sheet... Don't think of fancy. It's a few hundred dollars a month of Supermetrics and it gets everything we need, and the ability to manipulate data, and it just works really well for us.

Jeremy Blossom:

Yeah, we use Supermetrics as well. I saw a couple things that you guys back and forth with us. There was Airtable, so I wasn't sure if you had made the switch. We're also on Google Spreadsheets as well. I know people are like, "Oh, just Google spreadsheets." Yup. And I'd say, probably a lot of people listening are all on Google Spreadsheets. I know some people might be on Domo and may get a little bit more advanced on the data gathering side, but I mean, there's, I think, a tiered system of reporting.

Jeremy Blossom:

You've got some people who are doing very little of it and it's like fly by the seat of the pants type of strategies. And then, it goes up to... Some people get paralysis of analysis, and they're spending all their time on data and not actually execution. So, there's some sweet spot in the middle, but really, really good insights on that. Cool.

Jeremy Blossom:

So, that was some of the big things I wanted to ask from a tactical perspective. For people who are listening, we also have some internal creative and we also have some external creatives that we bring into different projects. Wasn't sure if you found that. We have great lock in, and I love our vendors that help us on the creative side. Some people are like, "Yeah, I'd rather take it all internally," but to your point, so long as everybody's looking and communicating, everybody's talking that creative's... We'll get in there to these accounts, and they'll listen to what we're talking about from performance basis and they'll add their two cents, and they'll listen and they'll make the changes from a creative perspective, which has been really powerful.

Max Finn:

Yeah, it's also about talent. You need to stay in your lane and like, "Where do we want to invest? And what type of internal resources do we want to have that's going to give us the highest ROI? And then, do we really want to build an in-house creative team?" Because if you want to do it right, that is very expensive, right?

Max Finn:

Just from an equipment standpoint, just all the rigs, the cameras, the sets, the talent, the actors, all that stuff, that gets very expensive very fast, plus the experience. Our partner on creative that we're just starting to work with now because we moved over to new one, the sheer equipment quality they have and the actor roster they have and the talent they have and the size of the team, we can't build that internally. And if we try to, it'd take us years and a lot of money to do it.

Max Finn:



So, we have these people over here that like, "This is all they do all day long for brands in our industry," so they're going to have incredible ideas. They're going to come to us with what's working with these top other brands. They're going to have all the resources of bandwidth, the scripting capability, so looking at ROI, that's a smarter investment for us now to do that instead of trying to do anything else.

Jeremy Blossom:

Yeah, good. I would 100% concur on that. To each is own, to each business is their own but speed, marketing loves speed. So, the faster that you can go and create, the better. And so, optimize your business around speed, and you probably can't go wrong.

Jeremy Blossom:

You're building a business, Max. You're running a tier one, like A grade team of players. How do you stay inspired? How do you stay motivated to constantly go out there and win in this really competitive space that we're in?

Max Finn:

I think the easiest thing, I tell a lot of students this now, it's really, really easy to be motivated and inspired when you've built the business that you actually love, right? This is a huge mistake a lot will make. A lot of people get into our industry, especially coming in through courses and stuff. Their primary driver is money. It's, "I'm going to start a social agency because this person's on a webinar so I can make a lot of money." It's impossible to stay motivated after a certain point, because at a certain point, you will hit that money goal. And once you hit it, you lose everything.

Max Finn:

I was talking to my wife about this the other day. It's crazy how you set these financial goals, things that you'd love to have, right? Think about whether it's getting a... For my 30th birthday, I bought a really expensive watch. It was awesome. I was like, "I wanted to get more into watches, and now I really love watches and I got it." The first two months, it's like, "I love wearing it." I know you got a gift the other day, and next Rolex is up. It's awesome. But guess what, after two months, three months, it feels normal. Now, it sits over there and I wear it occasionally. But I've been quarantined for six months, six weeks, I haven't worn it once. You lose that luster.

Max Finn:

Same thing with car or whatever. It's like, "I want to drive it every day." A month goes by, it's like, "Oh, I got to drive somewhere. I don't want to drive." And so, it happens. Whether it's a Lamborghini or a mansion or a Rolex, all of it loses appeal. It might seem like one day when I had it, I'm so happy. After a month, a few weeks, a few months, it doesn't give you the happiness anymore. It happens every single time.

Max Finn:

If people take a drug, they chase the next thing. Maybe the next car I buy or the next watch I get, or the next house will fulfill me forever, and it won't. It'll never fulfill you forever. So, for me, it's got to be purpose. It's got to be... I'm running a business right now that I believe in our mission, that I'm having fun. The stuff we're working on, I genuinely have fun doing. It's a challenge for me. It's exciting. It's

engaging. It's dynamic. We can work on something different every day. We're building a great team. If that's why you're doing something, it's easy to say motivate and inspire, right?

Max Finn:

If you're Elon Musk or whatever, he could have retired and bought all the toys he wanted, but he decided, "I'm going to start three different companies. I'm going to go to space and colonize Mars, I'm going to electrify cars, and I'm going to put solar on every home in America." It's crazy. But that's how you have that work ethic, whether you're Bill Gates, Warren Buffett, Elon Musk, whoever, Steve Jobs. Because every day, you are going to work on your passion. You are building something you genuinely love and you believe in, and you believe in it because it's going to help other people or make an impact on the world.

Max Finn:

And so, for me, I don't have to stay motivated. I already set the wheels in motion that motivate me. As long as our company keeps doing what I wanted to do, I'm happy to work every day, I'm excited to work every day. And I really think that's the only way it works as an entrepreneur because if it's money, you will hit burnout. Everyone had said I hit it with my last company. You hit it, and things suck. Work is no longer fun. You get depressed, you hate everything. And guess what, then you stop making as much money because you're not driven anymore. You're not competing at a high level.

Max Finn:

So, that's my one piece of advice for everybody is, if right now... The test for me is if it's Sunday morning, and it's 9:00 AM and you get a phone call like, "Hey, we need to work. Something broke or we got to do something," and your first reaction is like, "Oh," you're in the wrong business. You're doing something wrong. Because, for me, it's not. I never had the reaction.

Jeremy Blossom:

Yeah, I could talk to you forever, and I'm sure everyone listening to this episode doesn't want this one to come to an end. So, I'm going to have to have you come back and we're going to have to have Round 2 because you're bringing some really good actionable tactics, and that's what our listeners want to hear, how can they become better marketers, what are the things that most successful marketers are doing. Max, you did not disappoint.

Jeremy Blossom:

It's been an honor having you on our show. For everybody who wants to get a hold of you, they want to hire you, I'm sure there's a bunch of people that are like, "I got to get this guy working for me and leveraging this team," how can people get in touch with you to take a course, learn more about you, and ask questions?

Max Finn:

Yeah. The easiest thing is just unicorninnovations.com. That's got everything. There's no need to do like the social handles. I think I'm Maxwell Finn in most places if you want to follow me, but mainly unicorninnovations.com. That's got everything about all our businesses, and an easy way to apply to work with us, apply to work for us, whatever you want to do going forward.

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Jeremy Blossom:

One of the best things I've done is started to follow you, Max, and see all the awesome things that you're doing. Keep it up. You're inspiring me. You are an awesome person inside and out. Dude, you're wicked smart. So, I really appreciate all your time. Thank you so much for being on the show and we'll have you back again soon.

Max Finn:

Looking forward to it, man. Have a good one.

Jeremy Blossom:

There you go. That concludes another episode of the Secrets of Marketers podcast. Thank you, guys, so much for listening. If you're looking for even more content, more ideas, more things that you can do today to help grow your business, then head on over to my Instagram page @secretsofmarketers. I've got a bunch of content on there and we are giving you guys access to all the behind the scenes stuff that go into making these episodes happen as well as even more content that you can start to apply to your business today.

Jeremy Blossom:

And if you guys liked the show, then help me spread the word. Go to the podcast page on iTunes and leave me a review. It's how I can rank well and how other people can find me. So, go for it. Thanks for making my dreams come true. Now, go make yours come true. Thanks again.