

THE 10 RULES

— OF —

VISIONARY BUSINESS





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Introduction

Teaching children to love reading and writing... helping families heal and grow stronger... training managers and executives to be more influential at work... these are only some of the ways Visionary Businesses are making an impact in the world.

Visionary Businesses are thriving and succeeding, not by chance, connections, or extraordinary talent, but because they follow a proven set of principles.

Marie Penix struggled to grow her list from 3 to 300 subscribers. But after shifting to a focus on engagement, not only has her list grown to 15,000 (and counting), but her business, Monster Tree House Club, has also gotten exposure in Huffington Post and Discovery Channel.

Dr. Jennifer Leigh's breakthrough came when she learned how to pivot. She realized she needed to target a different niche than the one she originally had in

mind. Doing so required her to go outside her comfort zone, but it paid off. She now runs workshops and publishes books through Jennifer Leigh Ministries.

With his extensive experience in executive training, Colin Gautrey thought he already knew what problems plagued his market and what solutions they wanted. But he learned otherwise when he tried co-creation. The result? The pilot version of his online course generated more interest and profits than all his ebooks combined.

Visionary Business is about positive change. Not just for the entrepreneurs and the people they serve, but for the world at large. You see, Visionary Businesses are more caring, more contributive, more collaborative... and more profitable, too!

In this ebook, you will learn the 10 rules of Visionary Business, the same ones Marie, Jennifer, and Colin have been following.





As you've seen in their stories, building a Visionary Business is by no means easy. It can be messy and convoluted and painful. My own experience of building my business from nothing (more accurately, less than nothing, since I was \$250,000 in debt) to over \$3 million in annual revenues is a prime example.

Visionary business is about positive change.

Rather than following a straight trajectory towards overnight success, our business story has been one of transformation and evolution, with many bumps and unexpected twists. But all the way, we've been propelled by a singular vision: to help others make a positive impact in the world through sustainable, successful businesses.

I've distilled the insights and lessons I've learned so you won't have to spend five years and a quarter of a million dollars to learn the same. If you were expecting

just another ebook with tips and tricks to help you make a few extra dollars, you'll be disappointed. This is not it. Instead, what you're about to read may shake your core beliefs about business and cause you to question things you've taken for granted.

But if the idea of having a Visionary Business excites you and resonates with you, then we offer this document as a good starting point. And we've even thrown in a few tips and tricks for good measure.

Dive in, and if you have any questions, send them to us at support@mirasee.com. We read every single email that we receive, and while I can't personally reply to all of them, I can guarantee that someone on my team will.



Danny Iny
CEO/Founder, Mirasee

Rule #1

Business Is Not About Making Money

When money is the end goal, a business can only succeed in the short term. It can't build trust or impact its audience. As visionaries, that's our ultimate goal.



So you want to be a successful entrepreneur. It's a noble calling. It's how we can make positive change in the world.

Unfortunately, entrepreneurship is very misunderstood. The acts of the few profit-driven entrepreneurs paint the rest of us with the same tarnished brush. That's why many people think business is just about making money.

A profit agenda, with no concern for the well-being of your audience, is nothing more than bad business.

Take the case of Martin Shkreli, former CEO of Turing Pharmaceuticals. In September 2015, Shkreli became “the most hated man in America.” (Yes, he's the same man who was arrested in December 2015 for securities fraud committed prior to becoming CEO of Turing.)

Turing Pharmaceuticals had acquired the rights to the drug, Daraprim, and raised its price from \$13.50 per pill to \$750 per pill—a whopping 5,000% increase!

Shkreli explained that the money wouldn't go into their pockets. It would fund more research and drug development for toxoplasmosis, the debilitating and potentially fatal disease that the 62-year-old drug treats—and a disease that had long been neglected in research, he said.

But Shkreli also [admitted](#) that it was a price “where we can make a comfortable profit.”

Despite promises to make the drug free to anyone who couldn't afford it, Shkreli and his company suffered severe backlash. According to an [article](#) published by the University of Pennsylvania, the price hike produced “a corresponding overnight, perhaps 5,000% increase in animosity toward Shkreli.”

And this animosity spills over to entrepreneurs and businesses in general. Shkreli has become the poster child of “corporate greed,” the paragon of “everything

that is wrong with capitalism,” and the epitome of “what happens when entrepreneurs get involved.”

When people say things like that, they imply that all entrepreneurs are driven by greed, that we build businesses only to make money. And that we should stay out of health care and other areas that are meant to cater to the common good.

This is the exact opposite of what Visionary Business stands for.

Business is NOT about making money. Of course, businesses *have* to make money. If they aren’t profitable, they aren’t sustainable, so making money is a necessary part of business. That said, making money is not the essence of business.



Instead, business is about building a sustainable way of making the impact that you care about making.

The essence of business is impact.

If you're reading this, I suspect you agree that business is much more than peddling snake oil and collecting payments.

The essence of business is impact, building a sustainable way of making the impact that you care about making.

I think you're interested in Visionary Business because you want to create positive change in the world, and opening your business will help you do just that.



You see a need, a problem that isn't being addressed the way you think it should be. Or you know people who crave a certain delight, and nobody's delivering it. As a result, you feel responsible for alleviating that pain or bringing that pleasure. Since nobody else is doing it, *you* must—through your business.

Every business needs to be profitable. Profit enables you to make the impact you want to make.

It takes resources to deliver your solution or delight, and that's where money comes in. You must charge for your product or service because it takes money to create and deliver a remarkable product, to provide outstanding customer service, and to create a wonderful experience for your customers. It also takes money to get the word out, so those who need your product most will know about it.

If you're losing money, you won't be able to keep solving your customers' problems or bringing them delight. That's why every business needs to be profitable. Profit enables you to make the impact you want to make.



Creating a positive impact is also part of being sustainable. If a business venture were just about money, it would make money in the short term, but eventually, customers would see through the business, word would spread, and people would stop patronizing it.

In the case of Daraprim, when Shkreli first raised the price, I predicted that if he were price gouging, then a competitor would come along and create a better, more reasonably priced solution. This prediction has come to pass. Imprimis Pharmaceuticals and Express Scripts are now providing an alternative to Daraprim... one that costs only \$1 per pill.

The new, affordable alternative combines the active ingredient in Daraprim with another drug that's commonly prescribed with it. The new treatment is not only

more affordable but also more convenient. And even at this price, Imprimis says, they will turn a profit.

You see, entrepreneurs don't always make things worse; we can and often do make things better. Because business is not just about the money.

So if you have a vision of the impact you want to make in the world, then go for it. **People are waiting for the good you can do.**

If you only focus on money, you won't have a lot of it. A focus on values attracts your best customers.



Rule #2

The Audience Comes First

When you put your audience first, they not only happily buy your products. They also love you for creating and delivering those products, because you're genuinely making their lives better.

Prioritize!



The problem with traditional businesses is that they put the product first. The business owner thinks, “Wouldn’t it be great if we had a gizmo that did this and this and this? People would love that and buy tons of them!”

And so a business is born.

What’s wrong with this approach, exactly? And what does it even mean to put the audience first? Let me answer those questions with a true-to-life story. Mine.

Once upon a time, I thought, “Wouldn’t it be great to have a fun software that taught children how to read?” So I raised capital, hired people, and built a prototype that won awards and accolades. I did everything except ask parents and teachers—the ones who would buy the product—what they really wanted or needed to help their kids.

As a result, my potential customers never quite understood the value of my product, and that startup became a fatality of the market crash of 2008, leaving me with \$250,000 of debt.



You'd think I would have learned my lesson when I built my next business, Firepole Marketing (now Mirasee). But, no, I went and made the same mistake again!

I had another clever idea, an online course to teach entrepreneurs everything they needed to know to have successful businesses. I hunkered down in front of the computer for thousands of hours and built a massive training course called Marketing That Works.

I struggled to sell it for two years, but finally had to concede defeat and take it off the market. The money I made from that project is the lowest wage I've ever earned in my life!

Having made the same mistake twice with the same disastrous results, I felt like kicking myself. But in fact, those mistakes led me to *finally* learn to put my audience first.

An idea is only as good as your audience says it is. Your audience will tell you what they want.

After my marketing product failed, I searched for a better way to promote my products online. I tried everything in the online entrepreneur's toolbox: search engine optimization, pay-per-click ads, social media marketing, YouTube. You name it, I did it.

Finally, I came across the strategy of guest posting. My first few guest posts were published on popular websites and drove massive traffic to my own. This early success fueled my drive to do guest posting in a big way. Within a year, top blogs had published over 80 of my guest posts!

My online presence spread far and wide, and my mailing list grew exponentially. One day, a reader told me,

*"It's like you're Freddy Krueger...
wherever I turn, you're there!"*



As my audience grew, so did my email inbox. Subscribers wrote to me about their questions and challenges. Soon, I saw patterns. Some of the most common questions I got were, “How do you get these major blogs to publish your guest posts?” “How do you write so many posts in such a short time?” “How do you find topics for guest posts?”

A light bulb went off in my head (finally!). Here was a problem that nagged my audience, and I had the solution they were looking for. They were practically begging me for it!

But I didn’t want to make the same mistakes I’d made before. I wanted to be sure people would pay money for it, so I launched a pilot program before pouring precious hours into it. (See, I told you I’d learned my lesson!)

The pilot sold out almost immediately; I got the validation I was looking for. With the help of feedback from my pilot students, I developed a full program called ironically ;-) [Write Like Freddy](#). Within a year of selling the pilot, almost a thousand students had enrolled in the full program. And that's how my first successful product came to be.

I realized that my failures followed the usual “product first, audience second” approach, whereas my success came when I built my audience first and then listened to them.

When you put your audience first, they not only happily buy your products. They also love you for creating and delivering those products, because you're genuinely making their lives better.

Putting your audience first means listening to them so you understand what they yearn for.

It entails validating your ideas for which products to offer, how to deliver them, and at what price point. As a result, your audience becomes co-creators of your offerings (more on that in Rule #9).

The audience-first paradigm creates businesses that produce more impact... make higher profits... and bring greater rewards.



Rule #3 Be Human

When our audience sends us an email, they sent trust and hope that we can help them with the question that has been weighing on them. How can we ignore that email?





“Are you human?”

It’s a fascinating question we sometimes get from our new subscribers. After we invite them to send questions and promise to reply personally, many of them feel incredulous. “It can’t be real. This must be a robot!” Hence, the tentative email with that question.

This isn’t surprising. Few businesses respond personally to each and every email they get. So I find it both sad and exciting that **you can set your business apart simply by being human and connecting with your audience, one person to another.**

I stumbled onto this realization by accident.

When I was just beginning to promote my business online and grow my email list, I responded to every email—but not because I knew it was good for business. I genuinely wanted to help every person who reached out to me with a question,

and I felt compelled to respond, and respond promptly, because it was the polite thing to do.

Here was a person, a complete stranger, who took the time to compose an email to me. Along with the email, they sent trust and hope that I could help them with the marketing or business question that had been weighing on them. How could I ignore that email?

Before long, I realized this level of accessibility and responsiveness was not just helping me grow an email list, it was also helping me build a community of subscribers who were engaged and felt a connection with me.

Accessibility and responsiveness doesn't just help you grow an email list, it helps you build a community of subscribers who are engaged and feel a connection with you.

Not only that, it set me apart from the competition. Very few other businesses were doing the same thing, so I decided to make it an explicit differentiator for my business.



When new subscribers join our email list, I let them know that: (a) I will read every email they send; (b) they will get a response from a real person, if not me then a member of my team; and (c) that reply will come within 24 hours. It's a promise we make to everyone in our community, not just to our students.

Which brings me to my next point: providing customer service does not equate with building relationships with your community. Don't get me wrong. You have to provide customer service, top-notch customer service at that. But customer service isn't enough.

Customer service interaction arises from a problem your customers have with using your product. Maybe they can't find something or things aren't working the way they should. So you want to minimize customer service work by fixing those things and making sure your product works (more on this in the next rule).

In contrast, you want to increase interactions with everyone in your community, not just customers, but also subscribers and prospects. You want to encourage them to communicate with you, because that establishes and builds the relationship.

At Mirasee, we do this by encouraging new subscribers to email us their questions or comments. And when they do, we respond right away.

We also ask them to express their opinions, give their feedback and share their experiences in other channels, such as our Facebook page, Blab hangouts or live chats

Encourage your audience to communicate with you, because that establishes and builds your relationship.



during product launches. Of course, all this was much easier when I had an audience of 100. But no business is ever too small or too big to connect with their community.

Practically speaking, how does one have relationships with 10,000, 20,000 or more individuals? You become more efficient, for one.

My emails today have gotten more telegraphic than in the early days. You can also use technologies like Boomerang and Texter or audio and video recordings to respond in the most efficient way.

And finally, delegate. I can't answer every email we receive anymore, but somebody else in my team certainly will.

Do everything you can to encourage and incentivize people to reach out to you and begin that relationship, engage, and get into the habit of corresponding with you.

Show your audience that the relationship is not unidirectional, where you send out content and they receive it, period. It goes both ways; it's a conversation. After all, business takes place between people.

So be nice, be kind, be responsive. Be human.



Rule #4

Partnership Is the New Customer Service

The goal of customer service is to keep the customer happy. On the other hand, the goal of a partnership is for your customer to achieve their goals.





Anna (not her real name), one of our students, is struggling with her landing page. She has worked many hours to write the copy, publish the page, and drive traffic to it, but it just isn't converting well enough. Sensing her frustration, Anna's coach decides to get inputs from one of the copywriters on the Mirasee team. Oleg gets on a Skype call with Anna to critique her landing page and give concrete suggestions to improve it. Anna implements the suggestions and her conversion rate soars by 300%.

This illustrates how we provide partnership to our students, instead of customer service.

Certainly, all businesses have to provide excellent customer service. When somebody becomes a customer, they deserve to have a positive experience with the product and the company: to have their questions addressed and their problems solved.

But sometimes customer service falls short, because **customers don't always need a customer service representative; sometimes they need a partner.**

Partnership differs vastly from customer service.

Customers don't always need a customer service representative; sometimes they need a partner.

The goal of customer service is to keep the customer happy. On the other hand, the goal of a partnership is for your customer to achieve their goals. If you were selling a commodity product like coffee or socks, this would be one and the same. Your customer's goal is to have an enjoyable cup of coffee, for example.

But if you were a weight loss coach, it wouldn't be as straightforward. You would push your client to give up their favorite foods and exercise more than they're used to. They would be very unhappy, quite miserable, in fact, when the hunger,

cravings, and sore muscles set in. But you're both committed to the client's weight-loss success, so you manage their complaints and motivate them to stick to the program. When your client achieves their goal, they'll be happy. Happiness is a by-product of achieving the goal.

The biggest difference between customer service and partnership lies in the responsibilities. In customer service, the seller does all the work. All the customer does is complain or call attention to a deficiency in the product, transaction, or fulfillment of the sale. Not surprisingly, the noisiest (and usually most difficult) customers get the most attention.

But in a partnership, *both* parties are responsible for the final outcome.

The weight loss coach, going back to our example, does his or her part to provide the tools, accountability, and motivation. The client also needs to do the work: to stick to the diet and perform the exercises. Client and coach are both parts of the equation; the goal cannot be



achieved without one or the other. In a partnership, the client who works hardest gets the best results.

In Mirasee, our most hard-working students get the best support—over and above what we promise. When we see that they're committed 100% or more to their success, then we bend over backwards for them because we're in it together. That's why Anna got a landing page review and copywriting coaching.

Providing partnership has enabled us to build the strongest relationships with our best customers and to create the best results all around. **Especially for businesses that offer transformation, partnership is the new customer service.** It may be the only way to truly delight and deliver happiness to your customers.



Rule #5

Live Beyond Your Comfort Zone

*If you don't keep taking risks, then you stagnate.
And stagnation is the beginning of the end.*





You grow only when you venture outside your comfort zone. Since growth is one of our core values at Mirasee, everything we do is beyond our comfort zone. We're always trying new things. Sometimes they work out and sometimes they don't.

It was January 2013 when we launched our first major online course, the [Audience Business Masterclass](#). We had big goals, so we pushed the envelope. For the first time, we worked with 30 partners/affiliates, setting up a carefully structured promotional package for each one. We also engineered an online learning environment that would compel our students to actually do the work. You see, we didn't want the course to gather dust in our students' hard drives; we wanted our students to go through the course, implement what they learn, and see concrete results.

Quite possibly for the first time in Internet marketing history, we offered a ridiculous level of direct one-on-one support, including personal phone calls and unlimited emails. Our guarantee was also groundbreaking: as long as our

students do the work and reach out to us when they need help, they will reach very aggressive income targets.

If they don't, not only would I refund their tuition. I would also give them an additional \$1,000 out of my own pocket. How's that for uncomfortable?





The result was our biggest launch at the time: \$294,865 in revenues and 450 new students in just 25 days!

Many gurus and experts talk about the need to step beyond your comfort zone. But what they really mean is that they went outside their comfort zone one time, became wildly successful, and haven't stepped outside their comfort zone in years.

That's not good enough. Every time you push through your comfort zone, what was once uncomfortable becomes your new normal. Your comfort zone expands. If you don't keep taking risks, then you stagnate. And stagnation is the beginning of the end.

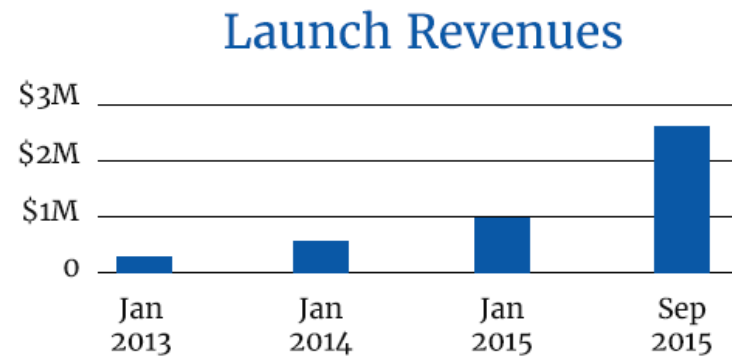
Visionary entrepreneurs are like surfers. Like the ocean, business is ever changing. People (your market) change, the competitive landscape changes, and even your team members change. So, like a surfer, you have to constantly shift and adjust to maintain your balance as the waves swell and wane. If the surfer

locks his knees, he'll wipe out. Business forces change frequently, so you need to be agile.

As Henry Ford said,

*“If you always do what you’ve always done,
you’ll always get what you’ve always got.”*

The results of constantly pushing our boundaries speak for themselves. Each product launch has doubled (or more) the one prior to it:



Imagine what would have happened if we had stayed within our comfort zone of the \$300k or even \$500k launches. We never would have gotten to our first multi-million dollar launch!

It's scary, because things don't always go your way. Not every risk I ever took has paid off. What we often don't realize, though, is that the biggest risk is not taking risks at all.

Now, as great as it is to stretch beyond your comfort zone, it has its limits. As early as 1908, researchers Robert Yerkes and John Dodson had discovered that anxiety improved learning, but only up to a point. Too much anxiety impeded performance.



In other words, if you stretch too much, you could snap.

The ideal “stretch” lies in the Zone of Proximal Development. This is the area between what you can do on your own and what you could perform successfully if you had the help of either a teacher or a knowledgeable peer. Continuous growth happens when you keep moving into your Zone of Proximal Development.

This approach has been proven to be more effective than figuring things out on your own, whether inside the classroom or in business. Having the support of somebody else also reduces the fear and discomfort of venturing into something new.

In business, you can get this support by hiring a consultant or coach, and by joining mastermind groups. Through my mastermind groups, for example, I learn not only what strategies and tactics work, but also how to implement them in my specific circumstances. They also show me many other directions for growth that I wouldn't have thought of on my own.

Be bold, take risks, and always live beyond your comfort zone. Get comfortable with the discomfort. It's the only way to grow.

The Zone of Proximal Development

*The area that's beyond what you can do alone,
but where you can perform successfully with the
help or guidance of a coach or teacher.*

Rule #6

Embrace the Plot Twists

Failure is failure only if it happens in the last chapter. Otherwise, it's a plot twist.





With nine out of 10 startups failing, one of the most essential qualities of a successful entrepreneur is resilience. It's the ability to bounce back after a failure, to adapt to change, and to persevere through adversity.

Failure is failure only if it happens in the last chapter. Otherwise, it's a plot twist.

If you study the lives of successful entrepreneurs, you will find that behind every business success is a series of plot twists. Even the so-called overnight success comes after years of failures and persisting through them.

My own journey to a multi-million dollar business began with what looked like an utter failure at the time. My startup wasn't gaining traction with my target buyers and then the market crash of 2008 happened. It obliterated all chances of getting more funding, so I had to close up shop. When the dust settled, I was in \$250,000 of debt.

It helped that the people closest to me remained supportive. My father pointed out that the experience was at least as valuable as an MBA from a prestigious university. That eased the pain a little, but I was still faced with a huge debt.

After considering my options, I concluded that quitting business altogether and getting a job wasn't a good idea. Even if I put all my salary towards paying my debt, slept on my parents' couch, and lived on peanut butter sandwiches, it would still take me over a decade to pay off a quarter of a million dollars. Starting another business was the only path that made sense.

Knowing that failure isn't the end doesn't make it any easier.



So I revived my comatose consulting practice and used the income from that to build Firepole Marketing (now known as Mirasee). Not only have I paid off my debt, but as I'm writing this, Mirasee employs 30 people and generates a multiple seven-figure income.

Knowing that failure isn't the end doesn't make it any easier. Our businesses are much more than a job. They're more like our children; they're extensions of our identities. That makes it so much harder when things don't go the way we want them to.

How do you move forward when you can only see a dead end? The words of Mary Anne Radmacher may help:

“Courage does not always roar. Sometimes courage is the quiet voice at the end of the day saying, ‘I will try again tomorrow.’”

When I was a soldier back in Israel, I learned to never use the word “retreat.” Instead, one does “strategic relocation.” One steps back to analyze what worked and what didn’t, weigh the options, and formulate a new battle plan. Often, it means reaching out for help, whether in the form of a fresh perspective or practical strategies to get yourself out of the hole.

Similarly, in *The Dip: A Little Book That Teaches You When to Quit (And When to Stick)*, Seth Godin talks about rededicating resources towards a new strategy. You may decide that the big dream you’re pursuing is not the right one. Or you may decide that the tactics you’ve been using are ineffective and you need to try something different. You pivot.

Entrepreneurs are like pilots. You have a clear destination and a general route to get there. But along the way, depending on weather conditions and other factors, you make course corrections. The path to success is never a straight line.



Course corrections, strategic relocations, rededication of resources, plot twists... embrace them. They are what get you to your destination. If you stop after failing, then you really have failed. But if you learn from what went wrong, pivot to a different direction, and press on, eventually you will find a way that works. Whatever the setback, don't make it the last chapter of your journey. Make it a plot twist.



New
beginning...

Rule #7

Be Open, Be Honest, Be Vulnerable





It's natural to want to always show your best, and to hide your flaws and conceal your blemishes. But if you want to create authentic relationships with your audience, you need to be honest about your imperfections. **You need to be vulnerable.**

Nobody wants to look weak and exposed. Not when you're the expert with solutions or the leader of your team. Wouldn't your imperfections make you less credible?

When we had our official Mirasee photos taken by a professional photographer, we put our best faces forward. Everybody on our team tidied their hair and carefully picked their outfits. Some of the ladies put on makeup. Were we being dishonest about our looks? We'll get to that later.

In reality, by being vulnerable, we allow our audience to connect with us. I've talked about massive failure, broken promises, exhaustion, and other unflattering stories about myself. Instead of hurting my business, exposing myself—

imperfections and flaws and all—has strengthened the connection with our audience.

This is why I've always been open about my failed startup. And why my team and I share every product launch debrief and turn it into educational content for our audience—even if it means revealing our shortcomings, admitting our mistakes, and conceding that we didn't achieve some of our goals.

True vulnerability requires courage and compassion for ourselves.

Dr. Brené Brown, author of *Daring Greatly: How the Courage to Be Vulnerable Transforms the Way We Live, Love, Parent, and Lead*, defines vulnerability as showing up and being seen. Because vulnerability means opening yourself to judgment and rejection, it requires courage and compassion for ourselves. Sure, it

hurts to be judged and rejected. But sometimes the end result of being vulnerable is just the opposite: to be accepted for who you are, warts and all. Isn't it gloriously sweet when that happens?

That's how vulnerability leads to real connections. When you're honest, people listen. When you're vulnerable, they lean in. Your weakness becomes your strength. Your audience will resonate with you, because they recognize that you've experienced the same hardships, made the same mistakes, and had the same struggles they have. That draws them closer to you.

It's like our official photos. We wanted to look good, yes, because we respect our audience. You deserve to see us being professional and presentable. But we also wanted to be honest, to be recognizable and still look like ourselves and not like glamorous Hollywood actors or runway models. So while we may have brushed our hair, the photographer didn't airbrush away the wrinkles or whittle off the extra pounds.

It's the same thing in business. Being honest and vulnerable doesn't mean showing your worst side. You always want to be professional. Your audience deserves that.

Vulnerability does mean not pretending that you, your life, and your business are perfect. Own up to your failures and mistakes. Maybe a product has flaws or a team member commits a social media blunder. Don't cover it up. Acknowledge it and make things right for your customers and followers. Share what you learned from these and other experiences so your audience doesn't have to learn the same lessons the hard way.

Nobody's perfect, and that's perfectly okay.



Rule #8 You Have Enough

*There's no need to wait until you're good enough
before going after your dreams—if you keep waiting,
you may run out of time.*



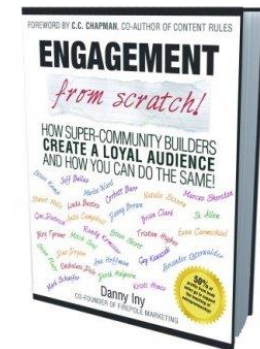
“Who do you think you are anyway?”

This single thought can stop any budding entrepreneur in his or her tracks. We compare ourselves to someone more successful and wish we had their degrees, their connections, their investors, their experience, their talent, their looks. The list of shortcomings is endless.

And so you wait until you’re good enough before going after your dreams. But if you keep waiting, you may run out of time.

The truth is, everyone has their own unique set of advantages and disadvantages. **All we can do is play the cards we’re dealt.**

Being a small fry didn’t stop me from swimming in the big pond with the big fish. Although I had a new blog with barely any audience at all, I went ahead and asked to get an interview of Guy Kawasaki about his then newly released book, *Enchantment*.



I couldn't boast of a large list back then, so I gave Guy what I did have: time and energy to help promote his book. I did everything in my power, from reviews on Amazon to a video on YouTube. A few months later, Guy contributed a chapter in my book, *[Engagement from Scratch!](#)*

Stop feeling like you don't know enough or have enough—of anything—to pursue the business and lifestyle of your dreams.

Stop feeling like you don't know enough or have enough—of anything—to pursue the business and lifestyle of your dreams. Stop waiting until you get that degree, that funding, or whatever else you think will finally give you “enough.”

In *I Thought It Was Just Me (but it isn't): Making the Journey from "What Will People Think?" to "I Am Enough,"* Dr. Brené Brown, observes that these feelings



of inadequacy stem from our experience of shame, which in turn keeps us from taking risks, revealing ourselves, and making connections. Hmm... taking risks, revealing ourselves, making connections... all these are essential to a Visionary Business! Giving in to shame can keep you from succeeding in Visionary Business.

How do you overcome feeling like you're not enough?

Dr. Brown says the antidote to shame is empathy. You can start right now by [exploring this page](#) for a change of perspective. I challenge you to read that page and still tell me you have no advantages to help others meaningfully.

Instead of looking at your inadequacies, focus on others and how you can serve them in a sustainable way. Focus on the impact you want to make. Your desire to serve is enough to get started. A Grade 2 student, who still has much to learn, nevertheless can help the first grader.

Move forward from where you are. Use your time, your energies, and your talents to make the world a better place for yourself, for your loved ones, and for the people you choose to serve.

That's what Visionary Business is all about.



Rule #9 True Success Is Co-Created

When you build the audience and allow them to co-create the product with you, magic happens.

Why do so many startups fail? [CB Insights](#) surveyed the founders of failed startups and found that most of them attribute their failure to “the lack of a market need for their product.”

This is what happens when businesses start with a product first and then find or create the market for it.

Entrepreneurs often assume they know what the market needs and wants to buy. They think “if you build it, they will come” applies in business as it does in movies. As those startups learned the hard way, it doesn’t.

In contrast, **when you build the audience and allow them to co-create the product with you, magic happens.** Not only will you know exactly what your market wants, what they’re willing to pay for, and even how much they’re willing to pay, you will also be harnessing the Ikea Effect (more on that later).

I’ve seen first-hand what a huge difference co-creation makes. When I thought I had an idea for a good product and created it without involving my audience, the

product bombed. But when I finally learned to listen to my audience and then involve them in co-creating the product, I began to produce blockbuster programs.

Co-creation weaves a narrative about your product, one that makes it special, unique—and valuable—to your customers.

I came up with co-creation because I wanted to validate that the audience really wanted what I thought they were saying. And then, because I'd been burned with investing work into programs that failed (the ones I mentioned in Rule #2), I wanted to get my audience's inputs to create something truly useful, helpful, impactful—before I poured hours and hours of work into it.

As I've mentioned, that's how my first successful program, [Write Like Freddy](#), was born. And it's the same process I used to develop my flagship programs, the [Audience Business Masterclass](#) and the [Course Builder's Laboratory](#).

How does co-creation help you build a sustainable business?

A big part of that answer is something called the Ikea Effect. The Ikea Effect is a phenomenon in which buyers value a product more if they helped create it. On the other hand, they perceive something that someone else created as having lower value. And the more involved people are in creating the product, the more value they place on it.



Co-creation weaves a narrative about your product, one that makes it special, unique—and valuable—to your customers. You see, they've become part of your product's story. And that gives you an advantage.

So always do market research to validate your product ideas, even if you have a strong gut feeling that you're really on to something. Then do a piloting process to let your audience co-create the product with you. This means offering the minimum viable version of your product at a discounted price to a small group of beta users. As you deliver this pilot, get feedback from your customers so you can improve and iterate until you launch the full product at full price.

By asking your prospects for their inputs before you create your offer, and then asking beta users for more inputs so you can make it better, you're activating the IKEA effect. Your audience becomes a part of your product. Whether or not they buy your pilot, **they'll be bound to you in a powerful way that most other businesses just can't compete with**, and that sets you up for success in the short term and the long term.



Rule #10

The Worst Failure Is Failure of Imagination





There are two kinds of failure: failure of execution and failure of imagination.

You can overcome failure of execution over time. As you learn more strategies, tactics, and skills, your execution will improve and become more effective and successful.

Simply picking up a new skill, on the other hand, cannot solve failure of imagination. It's a failure to dream big enough, a failure to conceive of or believe in an idea that could make the world better for others.

Creating a Visionary Business means having the courage and imagination to dream and to pursue a big vision.

Everything we do in Mirasee begins with a vision for what matters, what impact we want to have, and what we want to become. This vision keeps us moving forward. It informs every decision we make. Given two choices, we select the one that will bring us closer to the vision.

Here's the thing: success is never guaranteed. You can take on a task, take on a challenge, and you could either succeed or fail. You'll probably fail several times along the way to success, as we saw in rule #6, "Embrace the plot twists."

Creating a Visionary Business means having the courage and imagination to dream and pursue a big vision.

It's also possible for you to get to the end of the road and still feel like you've failed. You can succeed in execution, look back, and realize that you either didn't imagine a big enough goal to begin with or you pursued a goal that wasn't your own. That's the bigger failure: not putting serious thought into what's possible and not pursuing success on your own terms.

You've probably heard of the Parable of the Mexican Fisherman (if not, you can read it [here](#)). This story tells us that success means different things to different people. Was the fisherman not dreaming big enough? No, he was clear on his dreams and was already living it.

The banker had other dreams. For him, the journey was part of the dream. Building a successful business, providing employment for people... all this was part of *his* dreams and *his* definition of success.

Not all of us can be as strong as the fisherman, who resisted buying into somebody else's definition of success. That's why we need to use our imaginations so we can be intentional about the kind of business and life we want to have. As Jim Rohn said:

*"If you don't design your own life plan, chances are you'll fall into someone else's plan. And guess what they have planned for you?
Not much."*

So before you invest all your time and energy in a vision or goal, dig deeper. Ask yourself:

- Why am I doing this?
- Why are these goals important to me?
- Are they really what I value most?

If you don't think about why you're doing something then you may find yourself chasing the wrong thing. Success looks different to different people.

To some people it's a laptop on the beach, to others it's a glass castle. Either way, it's hard. It takes work. It would be a real shame to do all that work to achieve success that you're not even going to be happy with.

It's got to be a success you're going to enjoy. You've got to be proud of what you've built and the impact it's making in the world.

**So dream big, aspire big, imagine, and reimagine
what the world can be and what your part is to make
that happen.**





What's Your Vision?

I hope reading this has propelled you to think more deeply about what your vision and values are. If this ebook has inspired you to consider new possibilities, then it has succeeded.

Propelled by possibilities, Visionary Businesses produce wonderful changes in people's lives—that's our vision in Mirasee.

My company, Mirasee, helps people like you to build Visionary Businesses.

That's the principle behind our name. As a Latin root word, *mira* means “wonder” and “vision.” And so Mirasee connotes seeing and wondering at the possibilities.

At Mirasee, the teacher and student are reflections of each other. We attract our audiences and students, because our core values resonate with them. We engage with them and reflect back what they already know, what they want to achieve,

and what they perceive to be the obstacles blocking their way. All this is reflected in the programs, content, and support we provide.

How about you? What is *your* vision?



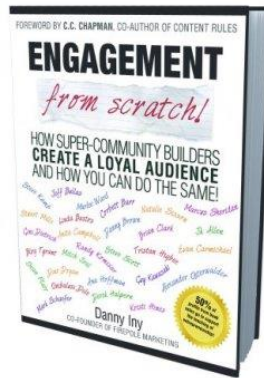
Stay in Touch

Email us at support@mirasee.com to share your vision with us. If you have a vision for a business that will have a positive impact in the world, then we can help you make it a reality.

And remember, if you have any questions, send them to us at support@mirasee.com. We read every single email that we receive, and while I can't personally reply to all of them, I can guarantee that someone on my team will.

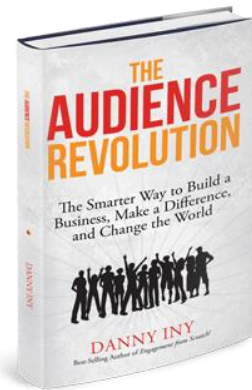
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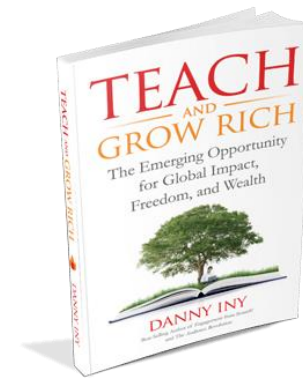
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