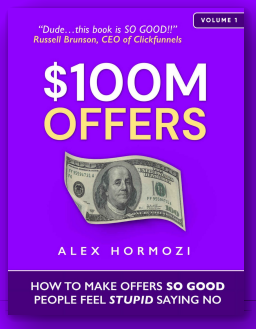
$100M OFFERS

How to make offers so good people feel stupid saying no

ALEX HORMOZI

> ***"Make people an offer so good they would feel stupid saying no."***

No offer?	No business. No life.
Bad offer?	Negative profit. Miserable life.
Decent offer?	No profit. Stagnating business.
Good offer?	Some profit. Okay business.
Grand Slam Offer?	**Fantastic profit. Insane business. Freedom.**



THE BIG IDEA · ESCAPE THE COMMODITY TRAP

Most businesses copy competitors, price at the average, and race to the bottom. *"If all products are "equal," then the cheapest one is the most valuable by default."* A **Grand Slam Offer** can't be compared to anything else, so *"The resulting purchasing decision for the prospect is now between your product and nothing."*

Only two ways to grow: **get more customers**, and **make each one worth more** (higher profit per purchase, more purchases). Measure value as **lifetime gross profit** — revenue minus the cost of serving one more customer, over their whole lifetime.

1 · PICK A STARVING CROWD SECTION II

Four indicators of a good market: **massive pain · purchasing power · easy to target · growing**. Then commit — *"Don't be romantic about your audience. Serve the people who can pay you what you're worth."*

Starving crowd › **Offer strength** › **Persuasion skills**

The order of importance: a great market beats a weak offer; a great offer in a normal market makes *"tons of money even if you're bad at persuasion"*.

NICHE = PRICE (DAN KENNEDY'S EXAMPLE)

Time Management	**$19**
…For Sales Professionals	**$99**
…for B2B Outbound Sales Reps	**$499**
…for B2B Outbound Power Tools & Gardening Sales Reps	**$1,000–2,000**

Almost the same product each time. Under $10M a year, he says niche down rather than broaden.

2 · CHARGE WHAT IT'S WORTH SECTION II

People buy when **value > price**. The usual process — check the market, average, go slightly below, add "a little more" — copies competitors who are broke. *"There is no strategic benefit to being the second cheapest in the marketplace, but there is for being the most expensive."*

LOWER THE PRICE…
less client commitment · lower perceived value · worse results · the worst clients · no margin

RAISE THE PRICE…
more commitment · higher perceived value · better results · the best, easiest clients · multiplied margin

"Those who pay the most, pay the most attention."

HIS PROOF: GYM LAUNCH

$500 low-price competitors, per month	**$5,000** the high-price competitor	**$16,000** his 16-week done-with-you intensive	**35%** upsold to $42,000/yr for 3 years

3 · THE VALUE EQUATION SECTION III

$$\text{VALUE} = \frac{\text{Dream Outcome} \times \text{Perceived Likelihood of Achievement}}{\text{Perceived Time Delay} \times \text{Perceived Effort \& Sacrifice}}$$

Top: increase. Bottom: decrease. He calls it *"a division equation and not an addition"*.

- **Dream outcome** — sell the result and the status it brings. *"No one wants a membership; they want to lose weight."*
- **Likelihood** — *"people pay for certainty"*: proof, what you include, guarantees.
- **Time delay** — give fast wins. *"The only thing that beats "free" is "fast.""*
- **Effort & sacrifice** — done-for-you beats do-it-yourself, and costs more.

> ***Get the bottom to zero: anyone can promise a bigger outcome. The winners (iPhone, one-click, Netflix) remove time and effort.***

SAME EYEBALLS, MORE CASH · HIS SOFTWARE EXAMPLE

OLD OFFER
$1,000 down, then a $1,000/mo retainer. Ads returned 0.5–1x, so each sale lost money up front.

GRAND SLAM OFFER
"Pay one time. (No recurring fee. No retainer.) Just cover ad spend." Pay only if people show up; 20 people in month one or next month free; scripts, coaching and playbook included.

2.5× replies · 2.5× closes · 4× upfront

Same ads, same audience. He states the result as $10,000 spent to make $112,000. Numbers are rounded *for illustration*, in his words.

WHAT PREMIUM PRICING DID · 158 GYMS, 11 MONTHS

Top-line revenue	**+$19,932/mo**
Recurring revenue	**+$13,339/mo**
Profit	**$2,943 → $8,940/mo (3.1×)**
Monthly churn	**10.7% → 6.8%**
Members' price	**$129 → $167/mo**

His survey of his own clients (self-reported). His pitch to them: *if I made you $239,000 extra this year, would you pay me $42,000? "99 percent of businesses need to raise their prices to grow"*.

FIX THE PERCEPTION, NOT JUST THE PRODUCT

LOGICAL FIX	PSYCHOLOGICAL FIX
Faster trains (billions)	**Dotted map showing the next train (a few million)**
Faster elevator	**Floor-to-ceiling mirrors**
Wait at the DMV	**Pay $50 to skip the line**

Score your offer: rate each of the four drivers 0 or 1 against a competitor. The one that removes more time and effort wins, even at a higher price. *"Price is what you pay. Value is what you get."* (he quotes Buffett)

THE FOUR QUESTIONS EVERY BUYER ASKS

His father's questions about a deal, mapped by him onto the Value Equation. Use them as a checklist for any offer.

"What will I make?" Dream outcome	***"How will I know it's going to happen?"*** Perceived likelihood	***"How long will it take?"*** Time delay	***"What is expected of me?"*** Effort & sacrifice

4 • BUILD YOUR GRAND SLAM OFFER • FIVE STEPS

1
DREAM OUTCOME
Specific and fast: "Lose 20lbs in 6 weeks." Sell the vacation, not the plane flight.

2
LIST EVERY PROBLEM
What happens just before, during and after, in order, in "insane detail". Run each through the four value drivers: not worth it · won't work for me · too hard · takes too long.

3
TURN INTO SOLUTIONS
Flip each problem into "How to...". *"The more problems you think of, the more problems you get to solve."*

4
DELIVERY VEHICLES
Brainstorm every way to deliver each solution: 1-on-1 · small group · one-to-many; DIY · done-with-you · done-for-you; live or recorded; response speed. Ask: what would I give for 10× the price, and how would I make it work at 1/10th?

5
TRIM & STACK
Cut high-cost/low-value first, then low-cost/low-value. Keep what is high value. Prefer *"high value, "one to many" solutions"* — built once, cheap forever. Bundle and name each piece.

DELIVERY CHEAT CODES · SIX QUESTIONS FOR STEP 4

ATTENTION	EFFORT	LIVE MEDIUM	RECORDED	RESPONSE SPEED	10× / 1/10TH
One-on-one, small group, or one to many?	They do it, we do it with them, or we do it for them?	In person, phone, Zoom, text, chat, email?	Audio, video or written?	24/7, 9–5, within 5 minutes, an hour, a day?	What would I give at 10× the price? How would they succeed at 1/10th?

WHAT THE FINISHED STACK LOOKS LIKE (HIS GYM EXAMPLE)

Foolproof Bargain Grocery System	$1,000
Ready in 5min Busy Parent Cooking Guide	$600
Personalized meal plan	$500
Fat-burning workouts	$699
Tone Up While You Travel blueprint	$199
"Never Fall Off" Accountability System	$1,000
Eating Out System	$349
Stated value about $4,350 — all for	**$599**

Values are his own price anchors. The point: every bundle answers one fear, and the whole is impossible to compare with the gym down the street. Mantra: *"Create flow. Monetize flow. Then add friction."* Over-deliver first, then systematize to cut cost.

5 · ENHANCE IT — FIVE LEVERS

Scarcity cuts supply; urgency lowers the action threshold; bonuses and guarantees raise demand; a name re-stimulates it. Keep supply below demand. *"Hormozi Law: The longer you delay the ask, the bigger the ask you can make."*

> ***Guarantee formula: "If you do not get X result in Y time period, we will Z." Without the "or what", it's weak.***

Refund math: 100 sales − 5 refunds = 95 net without a guarantee; 130 sales − 13 refunds = 117 with one — 23% more.

Stack guarantees: e.g. a 30-day no-questions refund, then a conditional triple-your-money-back at 90 days. **Implied guarantees**: pay per show, a share of revenue growth, or a hybrid — *"the greater of $1000 or 10% of revenue generated"*.

SCARCITY
Limit seats/slots, bonuses, or "never available again". Services: a total cap, a weekly growth cap, or a cohort cap. **Honest scarcity** — publish your real capacity: *"The easiest scarcity strategy is honesty."*

URGENCY
Four ways: rolling cohorts (*"our next group that kicks off on Monday"*), seasonal promos with real dates, expiring price or bonus, exploding opportunities. Up to half of a launch sells in the last hours. Announce every price rise before it happens.

BONUSES
Never discount — add bonuses. Name each with a benefit, show proof, price it, aim each at a specific fear. *"Tools & checklists are better than additional trainings"*. One-on-one: ask for the sale first; on a yes, reveal bonuses as a wow; on a no, add the bonus that answers their objection. Partners' products can be bonuses too. *"The value of the bonuses should eclipse the value of the core offer."*

GUARANTEES
Unconditional · conditional (tied to the client doing key actions) · anti-guarantee ("all sales final", with a real reason) · implied (pay-per-result, revenue share). Start with a **service guarantee**: keep working free until the result. Weak: "20 clients guaranteed." Strong: *"You will get 20 clients in your first 30 days, or we give you your money back"*. Higher ticket and B2B = more specific conditions.

NAMING
Use 3–5 parts of M-A-G-I-C:

M	A	G	I	C
magnetic reason why	announce avatar	give a goal	time interval	container word

e.g. *"Fill Your Gym in 30 Days (Free!)"*, *"Six-Pack Fast Track"*. Ad platforms may reject a number + time claim.

WHEN IT FATIGUES
Change the lightest thing first: ad creative › body copy › headline/wrapper › duration › the free or discount enhancer › finally the money model. *"We are not changing the actual offer. We are only changing the wrapping paper."*

USE IT MONDAY

- Write the dream outcome for one program in one line.
- List every problem a client meets, in order.
- Flip each into a "How to..." and pick a delivery vehicle.
- Add a real cap, a real date, and a service guarantee.
- Name it with M-A-G-I-C; test 2–3 names.

FOR OUR BUSINESS CFC · HALCYON · AVIOLOGY

- **Run the Value Equation on a licence program**: dream (flying, a career), likelihood (proof, pass history), time (aircraft and instructor availability), effort (study load). Most gains are on the bottom line: booking certainty, study tools, fast first solo.
- **Guarantee the controllable, never the examiner.** A service guarantee — extra ground briefing free until the student is ready — tied to the student's attendance and study.
- **Honest caps and cohorts**: publish real seats per ground-school intake; for Halcyon, real hangar slots per month; price on speed — fast beats free.
- **Aviology's edge is one-to-many**: checklists, calculators and recorded lessons as named bonuses on CFC programs.

READ WITH CARE

- His own disclaimer: the numbers are illustrative only; results are self-reported.
- Small math slips (e.g. "22.4x" should be 25x).
- He suggests inventing a "reason why" for no-refund offers — don't.
- Check consumer-protection and advertising rules before any guarantee.

HOW THIS PAGE WAS MADE. Read in full from your PDF of *$100M Offers* (2021). Every quote checked word for word against the book text. Diagrams in the book are images; the Value Equation here is redrawn from his description. The For-our-business box is our application.