THE $100M SCALING ROADMAP

What to fix, function by function — trimmed to where we are: mostly stage 5, easing into stage 6. Your own June notes are in the yellow boxes.

ALEX & LEILA HORMOZI

9 · CAPITALIZE 250–500
8 · SPECIALIZE 100–249
7 · CATEGORIZE 50–99 · next
6 · OPTIMIZE 20–49 · easing in
5 · PRODUCTIZE 10–19 · mostly here
4 · PRIORITIZE 5–9 · mostly past
3 · STABILIZE 1–4 staff
0–2 · IMPROVISE › ADVERTISE just you

Set by headcount, not revenue



Source: the series' own videos (intros + stages 0–10), YouTube captions read in full. Not a book.

WHY HEADCOUNT

A $2M restaurant and a $100M software firm with 35 staff organise the same way. Your role changes with size: trainer › manager › director › leader › executive.

HOW TO USE IT

Eight functions per stage: product, marketing, sales, customer success, IT, recruiting, HR, finance. *"think of these as guidelines, not rules of law."* Watch your stage plus the one before and after.

FIX THE CONSTRAINT

A step you skipped *"will become a weak link later."* Being ahead somewhere means it isn't your constraint. *"a lot of companies actually die by indigestion, not starvation."*

4 PRIORITIZE

5–9 STAFF · MOSTLY PAST IT — CHECK NOTHING WAS MISSED

Bottom line: stop being everything to everyone — *"you're all things to all people, which means you're nothing to no one."*

MARKETING more volume, plus friction (qualifying questions) so you serve only the best customers, better.

SALES basic KPIs by person, weekly: contact, schedule, show, offer, close, cash.

CUSTOMER SUCCESS a basic CRM, central notes, and three measures (below).

IT one chat tool, a password manager, one task tool — *the key is responsiveness*.

RECRUITING · HR screen › interview for culture, skill, potential › references; an employee handbook.

FINANCE P&L and cash-flow statements; business insurance.

NPS
How likely are you to recommend us? 0–10. % promoters (9–10) minus % detractors (0–6).

CSAT
a 5-point satisfaction score asked right after a support moment.

Revenue churn
revenue lost to churn ÷ revenue at the start × 100.

YOUR NOTES stage 4, June

1. Marketing: raise volume, add friction.
2. Sales: not for now — Peter only.
3. Customer service: introduce KPIs, but only if they can be automated.
4. Recruiting: can expand interviews.
5. Finance: formalise the cash-flow statement — again, if automated.
6. IT and HR: done.

5 PRODUCTIZE

10–19 STAFF · YOU ARE THE DIRECTOR · WE ARE MOSTLY HERE

Bottom line: nothing new to sell, so lifetime value can't keep up with acquisition cost. Build a **second, premium product** for existing customers: *"if you get 20% to buy something that's five times more expensive, you double the revenue of the business."*

PRODUCT Let sales and support report what customers ask for. Easiest upsells: more of it, more help, a better version, a longer term. Eight levers: raise price, buy again, cut your cost, cross-sell, upsell quality or quantity, downsell quality or quantity.

MARKETING Niche down; spend more now lifetime value is up. Score leads by who they are, what they did and where they came from; best leads to the best closers. Split-test in order: headline › offer › image › bullets › proof › layout. Install attribution.

SALES Move the repeated part of the pitch into sales aids (deck, video, calculator) sent before the call. Weekly cross-department game tape. Track refunds and NPS *by person*. House rule: *"state the facts and tell the truth"*.

CUSTOMER SUCCESS Sort incoming questions into 3–5 types with template answers before hiring more reps. An empowerment wheel: four things anyone may do to over-deliver. Offer the next product at five moments: at purchase, after 24–48 hours, at the first big win, halfway, and a last chance.

IT · RECRUITING Company-owned, fast devices with policies; a reporting system. Promote from within on purpose (same process or a trial); pay for employee referrals.

FINANCE A budget that saves ahead for big costs (events, equipment at capacity, new locations); forecast cash 6–12 months out. Investments raise output; expenses keep the lights on.

$100k + $100k
100 customers × $1,000, then 20 × $5,000 on the back end: revenue doubles.

Paid back = big win
Gym Launch offered the next program when owners had made back the $16,000 they paid.

Reps may fix it
refund up to a limit, upgrade, senior time, a gift — *"most people don't want a refund. They just want to make it right."*

Lifetime value ×2, +50%
a consumer service turned into software; now over $100M a year.

YOUR ACTION LIST stage 5, June — *we are mostly here*

1. Product & marketing: we know the issues — decide what comes first: track or fix?
2. Review dispatch computers for speed (IT).
3. Weekly game tape: sales, marketing, customer service.
4. Create a video sales letter (outline below).
5. Templated answers to customer-service questions.
6. Empowerment wheel (customer service).
7. Make the ascension path more formal?
8. Deliberate promotion from within + employee referrals.
9. Financial forecasting.

THEIR VIDEO SALES LETTER OUTLINE (STAGE 5)

Pain-based hook › proof, promise, plan › why it isn't solved yet › what happens if it continues › the solution and how it works › why it's better › name the risks and common objections openly › what to do next, handing off to a named person.

6 OPTIMIZE

20–49 STAFF · YOU ARE THE LEADER · WE ARE EASING IN

Bottom line: doing everything better, not more. *"you're moving from making decisions by intuition to making decisions by information."*

PRODUCT A product-improvement process: list every problem › estimate gain, cost, risk › rank highest impact for lowest cost › fix one at a time, whole team on it; order by what depends on what. Then delete: ask which ONE feature customers would keep, and which they wouldn't miss. Gym Launch cut a 35-person tech-support department and churn didn't move.

MARKETING Raise ad volume with a weekly assembly line: hook › middle › call to action — 50 hooks × 3–5 middles × 1–3 calls to action = 150–750 variations. Hooks from your past winners first. *"It's that your ads just aren't good enough."*

SALES A training system: best-call recordings, the script, a tone guide. Individual coaching on each person's weak spot (twice a day in week one, daily in week two, then weekly) and team game tape. Rhythm: daily huddle, weekly team, weekly one-to-one.

CUSTOMER SUCCESS Split churn by sign-up month, product and person; act 1–2 months before the drop-off. Find the **activation** point your best customers share: map the journey › measure patterns › make a hypothesis › monitor ~90 days › modify the offer. *"Worst thing that you could possibly do is make it hard to cancel."*

IT Basic cybersecurity: firewall, encryption, multi-factor, updates, and the fewest people on high-risk systems. Onboarding, training and one-click offboarding. Cyber insurance — a spoofed vendor email once diverted ~$150k.

FINANCE Get granular: scale accounts receivable and payable (not collecting is not acceptable; never fall behind on core vendors); a balance sheet showing assets; a dashboard of gross profit and lifetime value vs acquisition cost *by product line*; a controller who can show how each department makes money.

Recruiting
headhunt higher-level roles (the best people already have jobs); four interviewers for four fits — details on the operations page.

HR
benefits through a good provider; advanced pay plans in five steps: set goals › structure pay, performance pay and benefits › study the market › set performance metrics › start, share, simplify.

14.1% → 34.9%
close rate after rebuilding one company's funnel, script and nurture; return on ads 1.62 → 3.96.

Renewals 2% → 30%
margin 5% → 30% in the same case — *not typical*, they say.

~2× retention
gym owners who brought their operator onto the sales and onboarding calls.

$12k ≈ $40k
about $12k a year of benefits can retain someone like an extra $40k of salary.

YOUR ACTION LIST stage 6, June — *easing into this phase*

1. Product improvement + simplify — one at a time.
2. Sales: Peter doesn't need training; his helpers do (they also cover other tasks) — develop that training.
3. IT: mostly in place.
4. Recruiting: headhunt, but don't overthink it — Leila's casual outreach emails as the model.
5. Customer service: see the stage 5 list.
6. HR: benefits done. Consider performance-based pay — you have it for pilots: how motivating is it? Add it for ground staff?
7. Finance: level up accounts payable and receivable; the rest is mostly in place.

7 CATEGORIZE

50–99 STAFF · NEXT — KEEP IT IN VIEW

Bottom line: everything is disorganized — triage into buckets; own the CEO role; add 1–3 executives where you are weakest.

FOCUS one problem, one team, one measurable objective. *"just because you have the time and the people doesn't mean you have the attention."*

GROWTH a second acquisition channel, about 12 months to pay back. *"we don't put a new on a new and we don't put the same person on two initiatives."*

SYSTEMS customer journey in order retain › review › refer › resell; cloud backup; candidate tracking and HR systems; budgets, card limits, a 12-month plan.

WHERE AD HOOKS COME FROM (STAGE 6), SAFEST FIRST
Your past ad winners › your content winners › other people's ad winners (any industry) › other people's content winners › platform ad libraries (an ad running 1–2 months is probably a winner). Middles: demonstration, people who did it, teaching, story, cartoon or meme. Show the outcome, not the service.

USE IT MONDAY

- Pick the first item from the stage 5 list; whole team on it.
- Decide: track first or fix first?
- Book the first weekly game tape.
- List what we could delete.

FOR OUR BUSINESS CFC · HALCYON · AVIOLOGY

- **Each company sits at its own stage:** stage it by its own headcount; shared services (finance, IT, HR) follow the largest.
- **Activation for CFC:** find the early milestone our finishers share (booking rhythm, first solo timing); segment drop-outs by intake month, program and instructor.
- **Halcyon:** 80/20 the customer base (fleet vs private owners) and price for the best.
- **Aviology:** the premium second product, and the five moments to offer it to CFC students.

READ WITH CARE

- No revenue bands are given; their company counts per stage look unreliable.
- HR, benefits and tax advice is US law; Canadian rules differ.
- Case numbers are their own, unaudited.
- Captions rarely name the speaker.

HOW THIS PAGE WAS MADE. From the full captions of the 13-video series, narrowed to stages 4–7 using your handwritten June review notes (the yellow boxes are your notes, lightly worded). Stages 0–3 and 8–9 left out; recruiting and HR detail sits on the operations page. Every quote checked word for word against the captions.