



Meetings with the Masters of Marketing.

An exclusive interview series by Anthony Robbins with the world's leading Internet marketing experts sharing easy-to-apply strategies for making money now.

"The only way to become wealthy is to add more value to people's lives than anyone else is adding."

—Anthony Robbins

Anthony Robbins

THE NEW MONEY MASTERS

Giving Customers the Unbreakable Power of Trust Marketing with Authentic Service.

How to Grow Your Business Geometrically:
Brendon Burchard

"The 4 Core Secrets to Power Partnerships"

Action Book

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Profile: Brendon Burchard

Fourteen years ago, Brendon Burchard survived a car accident in the Dominican Republic and was given a second chance at life. As a result of the accident, Brendon believes he was given *Life's Golden Ticket*, the title of his second book. Since the accident, he has projected a message of leadership and hope through partnering with various nonprofit organizations and Fortune 500 companies. Brendon is a pioneer in the concept of partnership marketing and thrives in creating innovative ideas for companies and organizations to deliver their message while delivering his own message. He dedicates his life to coaching individuals, organizations and teams and holds thousands of seminars across the world. A portion of the proceeds from the sale of *Life's Golden Ticket* is donated to organizations like Kiwanis International, Junior Achievement and the YMCA.



Prior to Brendon's accomplishments in partnership marketing, coaching and speaking, he was a leadership management consultant for Accenture. While in college, he wrote his first book, *The Student Leadership Guide*, which laid the foundation for Brendon's seminar for emerging student leaders, "The College Success Boot Camp." Brendon currently resides in northern California but still refers to the place where he grew up, Montana, as home.

Life's Golden Ticket: A Second Chance at Life

At the age of 19, while working a summer job in the Dominican Republic, Brendon was involved in a life-threatening car accident. He saw the accident as a second chance at life, as if he was given *Life's Golden Ticket*, the title of his second book. During the rehabilitation process Brendon immersed himself in the positive teachings of Tony Robbins, gaining clarity and direction for his life. He knew he had a message to deliver to the world, and his next task would be to find a platform to project this message to the masses.

Throughout college he fine-tuned his skills in leadership and communication while devoting his free time to volunteering at various nonprofit organizations. In graduate school Brendon wrote his first book, *The Student Leadership Guide*, giving him a name in the leadership industry for young professionals.

He began his career at Accenture as a leadership consultant building programs for major Fortune 500 companies, including JC Penny, eBay, Best Buy, Nordstrom, Levi's and Walgreens. Here he learned from the best in the industry and had the ability to apply innovative ideas and collaborate to deliver outstanding results. Although he was gaining valuable skills in the business world, he kept going back to his message and finally wrote *Life's Golden Ticket*.

Brendon's affiliation with the various nonprofit organizations and Fortune 500 companies gave him the platform to promote his message and products. ***The day he realized he was already standing on this platform was when everything shifted.***

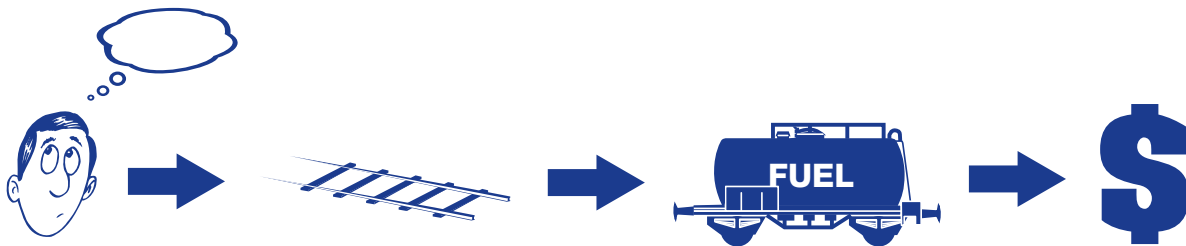
Building Your Business Is Like Building a Train

When people first decide to build a train, they usually exhaust their finances, running up credit card debt and borrowing from where they can. With this money they then go out and purchase the railroad ties all in a lump sum order. Next, they line all their railroad ties up in the right way in hopes of reaching their destination and demographic. Finally, they purchase the wheels, followed by the train cars, engine and fuel, all with their own money, capital, energy, expertise and time.

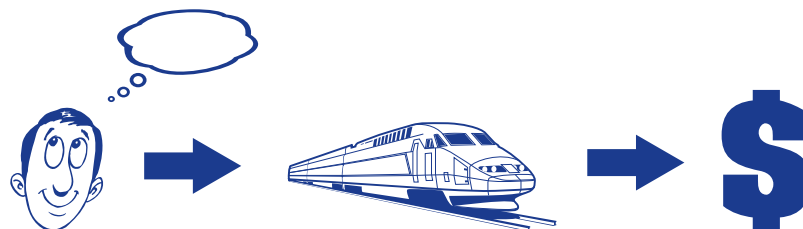
But what they've failed to see is the greatest element of good business, which is **best practices**.

Instead people can attach their business to a “super train”—the Fortune 500 companies and/or global nonprofits—and reach their audience in a much faster and less expensive way. These “super trains” have already invested the time and resources to serve and sell to a specific audience the business owners are trying to reach. The business owners can form a partnership, which gives them the consumer's trust backed on a brand. Because these “super trains” have the relationship *already*, they have the trust that can sometimes take years to build. Partnership marketing creates *borrowed credibility* that is critical when starting a new business.

The Traditional Approach to Building a Business



A Much Faster Approach: The Partnership Method



“80% of the population doesn't believe what they read on a corporate Web site. But 90% believe a person whom they know and trust.”

—Brendon Burchard

Case Study: Breaking Into the Youth Market

Brendon had an 18-month period between when his first book, *The Student Leadership Guide*, was written and when it was published/released. During this waiting period Brendon reconnected with his passion of working with youth. Knowing that 50 percent of students who go to college in the United States never graduate and end up dropping out with massive financial and emotional debt, Brendon decided to create a program centered on igniting their self-esteem and success.

He had never worked with youth in the past and had limited credibility with his new book, *The Student Leadership Guide*, but he continued to push his idea forward.

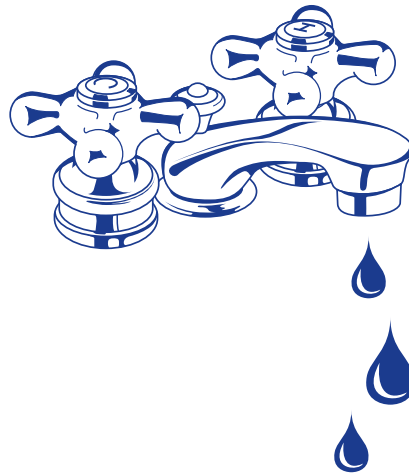
During this time he was watching a Sony Pictures advertisement for a movie and recognized they were clearly trying to reach the same college demographic. So he decided to call them directly and pitch an innovative idea where both parties could benefit. He pitched a college program at Walt Disney World that would tie in with the studio's film. Because of Brendon's unique ability to engage an audience through experiences or content he pitched doing a sweepstakes together where he would give away an all-expense-paid trip to Walt Disney World (\$1,100) and Sony would operate the sweepstakes and get the recognition of affiliating with a youth-centered program.

The sweepstakes was advertised on the Sony Promotions Web site and guaranteed Brendon **5 million hits**. Within three days they had approximately 64,000 people of his exact demographic enter the sweepstakes, and Brendon got access to the distribution list. Through this process he was able to build "The College Success Boot Camp."

Drip Economics

A lot of online marketers are hoping to get one new lead or one new e-mail address with the mentality that they're going to make a million dollars overnight. Building a list can be a very difficult process especially by adding one person or one e-mail address at a time. Brendon refers to this mentality as *drip economics* because it can be compared to *water torture*.

By utilizing the partnership marketing strategy anyone can align with a company or organization that already has a giant customer distribution list. People are able to reach their desired distribution channel much more easier and faster.



Case Study: Building Credibility

Brendon knew he had expertise in the areas of leadership and innovation and was interested in creating an e-book. He wrote the e-book in Microsoft Word and sent it to a corporation in return for a partnership deal. They not only designed it in a downloadable version and posted it to their Web site but advertised and promoted it as well. Every time Brendon's e-book was downloaded from their Web site, he received \$3.21 of the proceeds. To date, the e-book has been downloaded over 117,000 times.

The organization Brendon partnered with used his e-book to add value to their internal employees as well as to their external sales force team. Not only did Brendon achieve building his own credibility from the content of the e-book, but also benefited from the borrowed credibility of the organization he partnered with. Another benefit of this partnership was that his speaking business exploded with 50,000 speech requests.

How to Create Partnership Marketing to Get Leverage

First step: Define. What's Your Unique Content or Your Unique Experience?

Ask yourself:

1. What do you have?
2. What are the assets or the knowledge/content you have that's unique?

Second step: Research. Who Is Already Reaching Your Audience?

1. Know everything about the target audience you are trying to reach. Who is your ideal customer?
2. What organization is already capturing your audience?

Third step: Target. Who Is Your Organization? What's Most Important to Them?

Once you know the organization you would like to partner with, figure out and target the details of this organization. Determine: What's important to this organization.

1. What's the mission of the organization?
2. What are they trying to do? Relate this to their strategic priorities.
3. What's the goal for them in the next 12 months?
4. What are they focused on achieving?
5. What is most important to them as an organization?

TIP

1. Go to the company's Web site and download:
 - Annual reports
 - Press releases
2. Sit down with a highlighter and red pen, and highlight all of the phrases that the executives are saying until you see a pattern, *where all parties align*.
3. Major corporations set a strategy, and from this strategy they build initiatives. From initiatives they build a budget to support those initiatives. Figure out what their strategy is and what their strategic initiatives are (two or three things they're focusing on).

Fourth step: Focus. What's Their Marketing Message?

Once you know the audience and what's important to them, focus on their marketing message and what they are saying to this group of people.

Case Study: Following these four steps, Brendon was able to create a unique experience for Sony.

Brendon noticed Sony was saying something specific to the college group they were targeting. Sony was trying to help college students understand **rebellion** and **success**. Knowing this was their strategy, Brendon could now tailor a project that gives value to their brand and mission while promoting his initiatives, too, which ultimately landed him the partnership deal.

How to Approach a Corporation

1. Find out the person involved in marketing initiatives for the company and e-mail them directly. Try and find the contact information for the organization's **vice president of marketing**.

2. Writing the e-mail:

a. Deliver a very specific pitch that will add not only value to the company but also something they will be excited about while reading. The first part of the pitch is **alignment**.

Example: “Hey, I see that you’re trying to reach this demographic and that you’ve been doing marketing messages saying these things. It’s interesting because I have some ideas about how we can further that and make it even easier for you to reach these people and add value to their lives. The reason I think we could add value to their lives is, I have this project that this audience will also like. Why don’t we team up?”

b. Describe the project.

c. Describe who you are and why this is important to you.

TIP

When you’re pitching to somebody—whether in e-mail or in person, you’re not trying to get the deal. You’re trying to get the conversation. **What you’re trying to sell is the live in-person meeting!**

The Live Meeting

In the live meeting, run through the same basic process, showing them you know who their target audience is, what their company stands for and, most importantly, what value you can add to their marketing. Ask lots of questions and brainstorm with them so you’re already setting the foundation for a great partnership.

Remember: At the end of every sales meeting in history, the person could say, “Yes” or “No.” But more often than not the person says, “Sounds great. Send me something.”

Then you go home and create the **proposal**. Send the proposal back to them, and brainstorm suggestions together to make sure it’s accurate. They will then take it to their superiors, and the process will start again.

Case Study: Bed Bath & Beyond Experience

Brendon recognized early on that the key to partnership marketing is finding a way to meet the need of his partner organization or company in a unique way that drives traffic and customers.

A turning point in sponsorships came when a woman at Bed Bath & Beyond insisted that they were not the right company to sponsor because they only advertised through circulars. Brendon was having trouble getting through because the woman kept suggesting partnering through a circular advertisement to the college area. But Brendon knew this wouldn't be successful and offered an experience with their brand that would reach the college demographic at a much deeper level than any circular ad. The woman became engaged, and Brendon presented an idea of setting up a mock dorm room with a Bed Bath & Beyond storefront where the college students would be in competition to see who could create the coolest dorm room on a college campus. The students could then go home and enter a virtual contest by posting a Web video of their own creations utilizing their own Bed Bath & Beyond products. As a result Bed Bath & Beyond would get 1,000+ students doing something magical with their brand online.

Brendon realized that creating a lasting magical experience for a client would be the key to his success in partnership marketing.

Reminder: When partnering with an organization or company, it's important to recognize that it's not you they are sponsoring—**it's the message you're delivering.** Remember to create a project that's going to engage their customers and add a unique content/experience, and they will be interested in you. **The brand is the experience you're creating for people.**

How to Approach a Nonprofit Organization

If you're approaching a nonprofit, it works differently than if you're approaching a corporation.

Distinction: In a corporation you're almost always working with someone in the marketing division with a marketing effort, but with a sponsorship you should approach their corporate social responsibility department, their foundation or, in some cases, their marketing department.

What are the two things a nonprofit has to do? The entire group of nonprofits serves to do two things:

1. Raise awareness for their brand and their cause.
2. Raise funds.

You can't raise funds without the awareness. So when you approach a nonprofit, you have to approach the right person. The people who have the power are in the Development department, the people who are in charge of raising and spending money. Go directly to these person and show them how you can both create awareness for their cause and raise funds in a unique way.

Case Study: A Golden Partnership for a Golden Cause

Brendon did a partnership for his book *Life's Golden Ticket* with the nonprofit organization Junior Achievement. Junior Achievement agreed to put Brendon's book on their home page, and because the book and the organization have a similar story, he was able to get over 6 million hits a month. In return he listed them on the back of his book and featured them in his book tour to 42 cities, talking about their mission and his personal relationship with them.

A Common Misconception

Because you're getting an income stream does not mean you have to donate the entire portion back to that organization; you can work the percentage out ahead of time.

Recovering From Disappointment/Setbacks

1. Learn from the partnerships you do not create.
2. Deconstruct them on an analytical level.
3. Know why the deal was not finalized.
4. Know what exactly happened—ask the company/organization directly. Sometimes this conversation might even allow you to turn the deal around.

Story: David Bach, *The Automatic Millionaire*. David Bach says, “One partnership can change your whole life.” He has a multimillion-dollar business based on six partnerships, and he had to approach 50 to get those six. It’s important to know you will be turned down.

“A lot of people know about the Fortune 500 and Fortune 1000 companies. But there are well over 2,000 large private companies and then the million small businesses around the world. So I’m going to find one that’s going to say ‘Yes.’ ”

—Brendon Burchard

Important Rules to Remember

1. You don’t have to have the right answers.
2. If you like people and you like creating and communicating, you’re going to love partnership marketing.
3. If you love creating ideas for people, this is a great model for you, so stick with it!
4. The most important rule in collaboration and partnership marketing is to remember: **People support what they create.**

Best Ways to Create Connection Between People

1. The best way to create a unique experience between two people is to make them create something together.
2. Never let your small businesses make you small-minded. Don’t let the fact that you have a small business shrink your ambitions to work with large companies and global organizations.

Tools to Help You Succeed

1. Master the idea of creating chemistry.
2. Be willing to brainstorm.
3. Help your partner/sponsor create something unique.

**“The ‘No’ just means you’re closer to another ‘Yes.’ ”
—Anthony Robbins**

What *really* makes a partnership is that together you’ve come up with a way to give the customer some massive added-value experience that enhances your partner’s brand. And as a result, they’re going to promote it to the best of their ability. That’s how you really get the **leverage** of this distribution, marketing, access and trust. All of these magical elements that usually take years or sometimes decades to obtain are gained in an instant.

Summary: How to Create Great Partnership Marketing

1. Pick a project that you want to do.
 2. Pick your partners. Go understand them. Research them. Reach out to them.
 3. Create a great pitch, and deliver it to the key people in the organization/company.
 4. Brainstorm and relate with your partnership to create a lasting relationship.
- Then go back and start at step one again.

“Everybody is going to fail. Everybody’s going to hit hard times. When you find something to fight for that’s bigger than you, you find more **courage, more **confidence**, more **heart** than you ever knew you had.”
—Brendon Burchard**

Have you ever wanted to make millions as an author, speaker, coach, seminar leader or online marketer? Learn how Brendon Burchard and the world’s foremost experts, “gurus” and motivators build multimillion-dollar expert empires at an exclusive event, Experts Academy.

For more information, visit <http://www.expertsacademy.com>

Money Masters Article: Brendon Burchard

The Power of Partnerships

Why do most entrepreneurs fail?

When Brendon asks that question in his seminars, he most often hears that either (a) they were trying to do everything themselves or (b) they didn't have enough customers.

What if there was an approach to building businesses that could solve both these issues?

Brendon calls the approach **the Partnership Model** because it's a strategy of partnering with other organizations that are *already* doing similar work as you're setting out to do and *already* reaching the demographic you're trying to reach.

Imagine if you could team up with major nonprofit or Fortune 1000 companies to spread the word about your new product, service, event, tour, cause or dream. Imagine if you didn't have to do everything yourself but rather you could leverage the staff, budget, resources, infrastructure and distribution channels of other organizations. Imagine if you didn't have to worry about getting new customers because your partner organizations were constantly driving new business to you.

And now imagine you could do all this while helping your partners and making a significant difference in the world. That's what the Partnership Model is all about.

Why Partnerships?

We live in a world of silos and needless duplication. There are thousands of businesses doing the same thing, inventing the same wheel and attempting to serve the same customer in the same way.

People get so busy trying to build empires from scratch that they fail to look beyond their desks and see that other organizations are already doing the same thing and serving the same customer.

But we can't rewind the clock of time, so let's begin with where you are now and ensure that you learn to leverage other organizations that can help spread your message.

This begins with an understanding that you simply *need* partners to rapidly scale your business. The truth is that you can only reach so many people by yourself and that partners give you access to their customer pools in a way that you could never get—because partners are promoting you, there is an implied endorsement, which leads their people to trust and buy from you.

Brendon works with a lot of authors, speakers, coaches, celebrities and up-and-coming experts who want to make a difference in the world. A lot of them tell him that they feel they've been given a universal message to share with the world, a message that applies to everyone and can help everyone. He often says to these clients, "If it's true that you feel you've been given a universal message, perhaps part of your mission is to get that message out to the universe. Now the only question is, can you do it by yourself?" Without exception they all say they need help.

When Brendon first started, he certainly needed help as well. When he began trying to share the message from his book *Life's Golden Ticket*—a message about second chances that reminds us we can all live fully, love openly and make a real difference—he was quickly frustrated with the number of people he could reach. He wondered how he would be able to reach more people *now*.

His epiphany came when he sat down and thought, “What do I know and whom do I know based on my experience that could help me reach millions of people right now?”

The answer helped birth the Partnership Model.

Brendon realized that he had spent 10 years volunteering for nonprofits and six years working for corporate America. He knew what was important to major organizations. They were trying to do the same thing that he and every other entrepreneur were trying to do, which is increase awareness and funds/sales. Then he thought, “Well, if we’re trying to do the same thing, we might as well team up.”

Since that moment he’s been able to create projects and promotions and share his message through partners like Wal-mart, Wachovia (now Wells Fargo), Sony Pictures, U.S. Bank, Toyota, Coca-Cola, Kiwanis, Junior Achievement and dozens of other corporations and nonprofits.

What Sponsors Can Do for You

Teaming up with major organizations is an incredibly effective way to get your message out.

Here are 10 things sponsors can do for you:

1. Pay for your projects
2. E-mail their customers and supporters about you and your business
3. Feature you on their Web sites
4. Feature you in their newsletters and print publications
5. Issue press releases for you and arrange media appearances
6. Invite you to speak at their fund-raisers and conferences
7. Distribute your marketing materials and products
8. Use your stuff in a sweepstakes
9. Tie your content into current promotions
10. Rollout your program to their customers and supporters

What’s important about this list is these are items that Brendon has specifically asked for as part of his partnership with any organization.

Here are common projects that are perfect for partnerships:

- Live events (conferences, concerts, festivals, retreats, expos, sporting events, adventures)
- Educational programs (training programs for youth or adults)
- Corporate programs (training programs for businesses)
- Product buys and launches
- Promotions, contests, sweepstakes
- Web sites and online communities and events
- Services
- Causes
- Tours

The point of sharing this is that there are virtually unlimited ways that you can use your knowledge, content, mission or business and tie it in with a major organization.

What You Need to Win

So how do you get nonprofit and corporate partners and sponsors?

First, pick a project to partner on. What is the next promotion you are going to do? What new product or program do you want to roll out to the world? Get clear on what your next step is in your business. For example, Brendon wanted to get his book out there, so he brainstormed creating a book tour, sweepstakes and seminar series and then sought partners for each.

Next, look to the marketplace and find out which organizations are selling to or serving the demographic you are trying to reach. To find out and learn about

nonprofits, search charitynavigator.org or visit their Web sites. To find out what corporations are up to, watch commercials, read *Brandweek*, visit their Web sites and read their annual reports.

Once you have a few partners in mind, it's time to make your pitch. A pitch is just a short introduction of you, your project and the reason a potential partner should be interested in meeting you or learning more about your project.

When you pitch to a nonprofits, call the person in charge of fund-raising, who usually has the title of vice president of development. When you pitch to corporations, start in their marketing department with someone in charge of sponsorships, partnerships or alliances. (For community-focused projects like a fund-raiser, work with a corporation's foundation or community outreach department. But most sponsorship takes place in the marketing department because, unlike grants, sponsorships are all about the marketing value an organization receives.)

Keep the pitch short and to the point, and focus on building rapport. Brendon follows this outline for most of his pitch letters, e-mails or calls:

- *Alignment.* Begin right away by mentioning something they're already doing in the marketplace. Then compliment them and tell them you're doing something that can help further their mission, address a problem or add more value to their consumer.
- *Project Overview.* This is where you describe your project, whether it's a tour, event, cause, product promotion or online program. Work very hard to tie this into what they're already doing so that they see this as something that is complimentary rather than another new project filling their plate.
- *Brief Bio.* Tell them who you are, with an emphasis on how you've interacted with their organization in the past (maybe you've volunteered with them for five years or have been a fanatic fan of their product for years),

and, most importantly, why you are doing this current project. The best method is to share an emotional story about why you do what you do.

- *Benefits for the Partner.* It's important that a potential partner can visualize how they'll benefit from partnering with you. It can be a good idea to share print, online, event, media, and comp benefits during this time. The greatest thing about partnerships with organizations is that they already have the resources to help you; they aren't expecting you to be the big player. Also, you can basically promise the moon, reasonably and ethically, because all partners understand that they won't receive the benefits you're promising unless they deliver what you're asking for (cash, in-kind or any other request).
- *Benefits for the Partner's Consumer and Community.* This has been the magic bullet for many of Brendon's pitches. He'll detail how his project will help the partner's consumers improve their lives or their businesses while at the same time making the partner look awesome in their community.
- *Next Steps.* Wrap up every pitch by telling the partner how you want them to be involved ("I'd like to talk to you further about being our presenting sponsor") and securing another conversation, preferably a live meeting. Once you have another conversation or live meeting with the potential partner, send them a full proposal, which is essentially a longer format of this pitch outline.

How Partners Evaluate Your Idea

After securing partnerships and helping thousands of people through the process, Brendon is now crystal clear about what potential partners want and need.

Here are four high-level questions they'll ask themselves about your project:

1. *Does this product, program or promotion align with our strategic priorities?* In other words, does your project tie in with what they've said their top goals are for this fiscal calendar? You can find this type of information on their Web site and in their annual reports.
2. *Does it align with our marketing initiatives?* If you're not trying to reach the same demographic your partners are and you haven't shown how your project ties into their greater marketing message then you'll likely lose the deal. You can quickly decipher their "party line" and marketing messages by visiting their Web sites and downloading their press releases.
3. *Does this project make us look good to our staff, customers and community?* This is a fairly straightforward question, but most people overlook it when making their pitches and proposals. Today's organizations want to do good and be perceived as good. Show them that your project accomplishes a greater purpose, even if this simply means providing better information or choices to their consumers.
4. *Is this project manageable, easily attainable and a good investment?* Brendon refers to this question as the "triple threat." Every partner, without exception, wants to know that they can win. They want to feel secure that the project is something they can manage along with everything else on their plate—so make it easy for them. They also want to know how this project will create a return on investment in some way, most often by creating a greater awareness with a new audience or a greater affinity with an already existing audience. Brendon's favorite thing to say to a partner is, "This project will make your consumers love you, appreciate you and spend more time and money with you."

The Most Important Rule in Partnerships (and Business)

Like any new business model, the Partnership Model can be seen as intimidating. Fortunately, the partnership approach is just that—a partnership. Your potential partners will want to work with you collaboratively to create the perfect project or promotion. You don't have to have all the answers; you just need a great idea and a willingness to explore and brainstorm with a potential partner.

The greatest rule in partnerships and in business is this: *People support what they create.* When you engage people with a good idea and let them help shape it to meet their own objectives, you win. It's a simple idea really—when people have skin in the game, they want to see their idea win. That's why all of Brendon's partnerships are truly collaborative and co-created. He starts with an idea, presents it to a partner and then works with them to shape the best possible project and promotion.

You don't have to be famous or a big company to do any of this. The reality is Brendon was just one guy on the verge of bankruptcy when he started. He didn't have a big team, big business or big outreach. But he had a message and was committed to getting it out there. Nonprofit and corporate partnerships allowed him to do that.

Here's a question you should ask yourself: How can I address the number one problem I'm passionate about in my business, my community, or the world by bringing in more partners, like a nonprofit or a Fortune 500 company, to assist me? When you triangulate that kind of firepower, you'll light the world.

ANTHONY ROBBINS
FOUNDATION
MAKE A DIFFERENCE



OUR MISSION

The Anthony Robbins Foundation is a nonprofit organization created to empower individuals and organizations to make a significant difference in the quality of life for people who are often forgotten—youth, homeless and hungry, prisoners, elderly and disabled. Our international coalition of caring volunteers provides the vision, the inspiration, the finest resources and the specific strategies needed to empower these important members of our society.

INTERNATIONAL BASKET BRIGADE

What began more than 30 years ago as Tony's individual effort to feed families in need has now grown into the Anthony Robbins Foundation's International Basket Brigade, providing baskets of food and household items for more than 3 million people annually in countries all over the world throughout the Thanksgiving and holiday season.

THE POWER OF YOU

The Anthony Robbins Foundation wholeheartedly supports several outreach programs designed to create positive change in the lives of people who simply need a boost envisioning a happier and deeply satisfying way of life.

There are countless ways the Anthony Robbins Foundation can benefit from your generosity. Donate your time, expertise and wisdom. Give resources and money. Or simply share your ideas and thoughts with us—this alone is the first step in helping those in need discover their own power within. Let's get creative and make change happen together! We all have the power to share.

"Contribution is not an obligation; it's an opportunity to give something back."

—ANTHONY ROBBINS

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30
YEARS *of*
CONTRIBUTION

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