THE MACHINE — FREE INTRODUCTION

THE MACHINE

Six weeks to a property-management sales engine. By Noah Goodman.

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THE FULL GUIDE

All six weeks, every workbook page, and the weekly standards that keep it running — $39 at intrepidsalesco.com.

READ THIS FIRST

Why This Program Exists

Since the first version, I've personally walked 18 service companies through the system you're holding, and I run it in my own company today. In my experience, it works when all the steps are completed. The handful of times I've watched it underperform, the autopsy was always the same: a skipped step, a shortcut, or someone who stopped doing the inputs after Week 6.

So understand what this is before you start. This is not a book of tips you can pick through. It's a system, and every task in it has a proven reason. The database exists so the quotes can exist. The formulas exist so a trained operator can price accurately without you in the room. The financing rules exist because this system can win you more work than you can afford to deliver. The compliance file exists because without it, none of the rest is even visible to the buyer. Each part carries the others — pull one out and the whole thing sags, then quietly stops.

> THE FIRST GATE
>
> Property management companies can only award work to **approved vendors** — companies enrolled and current on their compliance platforms. Getting approved takes insurance, paperwork, fees, and patience, and staying approved is a grind that never ends. It's also the moat: most of your competitors won't do it. This program gets you ready in Week 1, enrolled in Week 2 — and until you're approved, not one quote leaves your building, because a quote from an unapproved vendor doesn't lose. It simply never gets seen.

Here's what's inside: six weeks of sequenced work that takes you from unprepared to running — each week ending with a workbook page where you record what you built.

Do the work in order. Don't take shortcuts. The companies that have done well with this system aren't smarter than you — they just didn't skip anything.

INTRODUCTION

Where The Machine Came From

I didn't design The Machine in a conference room, and I didn't build the first version alone. It was developed inside a working pressure washing company, out of necessity — from cabinets of paper files and software that automated nothing.

That company was successful and had been for years — the owner had built something real, with loyal customers and steady crews. But the sales side ran on thirty drawers of paper files, a quote history tucked into each property's folder. We targeted property managers, but the truth is we waited for them to call. When they did, we went to the drawer, pulled last year's quote, added a few percent for inflation, and sent it back. There was no system and no formula — pricing was built on gut feel. "That looks like a $300 job." Some jobs lost money every single year and nobody knew which ones. Others we lost outright because the gut guessed high. The owner knew it too — the business had outgrown the drawer. That was the problem we solved together.

The number that unlocked it for me came from my direct-sales days. A genuinely good close rate in sales is around 33% — and I had a manager who taught me that closing much above that isn't a trophy, it's a warning. People will always say yes if it's cheap enough. That doesn't mean profit. Good, fast, cheap — pick two. We were closing around 60%. We weren't winning work. We were donating margin.

2×	$1M	18
REVENUE, FIRST YEAR ON THE FORMULA	CROSSED BY AUGUST — A COMPANY FIRST	COMPANIES PERSONALLY WALKED THROUGH IT SINCE

So we replaced the drawer with math. The first pricing formula was simple — embarrassingly simple — and it grew in complexity and accuracy with every job that tested it. Instead of waiting for the phone, we pointed those formula-priced quotes at the whole list: every property manager in our region, the few hundred people who control thousands of properties and hire vendors for a living. Revenue doubled the first year. We crossed $1M by August — the first time in that company's history.

The system has evolved through every era since: paper, crude formula, full digital infrastructure, and now VA-powered operations with AI assisting the error-checks while humans verify. The tools improved. The principle never changed:

> **We're not focused on the art of selling. We're focused on the art of letting people know we exist and want to do business.**

THE SYSTEM IN ONE PAGE

What The Machine Actually Is

The Machine is a set of documented, repeatable activities: build the database, price by formula, send the quotes, stay compliant, schedule contact, follow up. That's it. No closers, no charisma, no cold-call scripts. Property managers schedule most major work on annual or multi-year cycles — you cannot time their budget, but you can make sure that when the budget window opens, your accurately priced quote is already built and ready to send, and you're approved in their system so they're allowed to say yes.

A word on how this has changed. In earlier years, we sent quotes by email en masse — tens of thousands of them. It worked, but it isn't how we do it anymore. With AI and agentic tools, we now build every quote and hold it, let property managers know it's ready, and send it the moment it's requested — targeted, automatic, and timed to the budget window. This program teaches you to build that flow.

Because it runs on activities, it runs on ordinary people — and that's the point. **Activities, not talent.** Every activity is documented so a trained operator can execute and understand it. If someone leaves, you train the next person on the same activities. And when anyone leaves — anyone — nobody takes the relationships with them, because the business owns the relationships. Every property, price, contact, approval, and conversation lives in the database, and the database **remains in your control**. Most owners spend their whole careers feeling like the important things live in other people's heads. This system puts them back in your hands.

> WORDS WE USE — LEARN THESE NOW
>
> **VA (Virtual Assistant):** a remote worker, usually overseas, who runs your database and builds your quotes. Ours work from Pakistan. Foreign VAs cost a fraction of local staff — commonly $4–8/hour — and in our experience they're far more grateful for what is honestly grueling work: database management and grinding out quotes, day after day. You can hire locally if you prefer; expect to pay several times more for less enthusiasm.
>
> **PITAF (Pain-In-The-A** Factor):** a difficulty multiplier that lives in every pricing formula — 1.0 for normal work, 1.2 for slightly difficult, 1.5 for the buildings and clients that fight you. Most owners eat difficulty silently. The Machine prices it, in a column, on purpose. You'll see PITAF everywhere in this guide.
>
> **Job Category:** a service you can price from measurable facts — square feet, units, linear feet — without standing on the property.
>
> **Metadata:** the measurable facts about a property that your price is built from — how many units, how many stories, linear feet of gutter, number of windows, square feet of lawn, roof pitch, whether the roof has D-rings, whether a lift is required or it's bosun-chair only. You collect it once, store it in the database, and every quote is calculated from it.
>
> **Vendor List:** the roster of compliance-approved companies a property manager is allowed to hire from. Being on it is everything.

One rule to hold onto: if you're not on the vendor list, your close rate is zero, and nobody will call to tell you why. Everything in the next six weeks exists to put you on those lists and keep your quotes ready for them.

THE HONEST NUMBERS

What This Actually Costs

I'm going to do something the people selling you SEO packages and sales coaching won't do: tell you the real number before you commit.

The Machine is not a low-ticket side hustle. Expect a fixed floor of roughly **$2,000–$2,500 per month**: your insurance policies, your software (Jobber, QuickBooks, Workspace), your compliance platform memberships, and a part-time VA at $4–8/hour. And expect to carry that cost for months before significant results show up. Sales will come earlier than you think — often enough to cover the program's costs within the first cycles — but not enough to justify the work for a while. That's the deal. You grind it out, the pipeline compounds, and it pays in dividends. If that timeline scares you, stop here. This program isn't for you yet, and I'd rather lose the sale than waste your year.

Now compare that floor to the path most service businesses take instead: hiring a salesperson.

The Machine

$2,000–2,500/mo

+ Documented activities any trained operator can execute and understand
+ Every property, contact & price remains in your control
+ Consistent output — the system doesn't have bad months
+ Someone leaves? Train the next person on the same activities

A Commercial Salesperson

$4,000–8,000/mo

– Months to ramp before the first real result
– Output rises and falls with their mood and their month
– Relationships live in their head, not your business
– When they leave, the accounts walk out the door with them

The Machine costs less than half the salesperson, runs on activities ordinary people can be trained to execute, and everything it builds — the properties, the prices, the contacts, the approvals — stays where it belongs: in the business, under your control. Nobody quits and takes the relationship with them. The business owns the relationship.

THE PART NOBODY SAYS OUT LOUD

Even a Salesperson Has to Build a Pipeline

Here's what the comparison on the last page leaves out, so let's say it plainly: a salesperson has to build a pipeline too. Every one of them. Call it a funnel, a customer list, a book of business — nobody closes deals out of thin air. A pipeline is simply the inventory of future work: buyers identified, quotes in front of them, timed to when their budgets open. That inventory has to be built and maintained by somebody, one contact at a time, no matter who does the selling. The only question is whether it gets built as a system or as a mood.

I can tell you which one a salesperson builds, because I've been that salesperson — lazy some months, burned out others, unmotivated for stretches I'm not proud of. Most salespeople build exactly as much pipeline as they need, exactly when they need it. Quota's covered? Coast. Pipeline runs dry? Scramble. Feast or famine, and you're paying full freight through both. The Machine removes those excuses — mine and everybody else's — by converting the whole job into activities cast across several people and processes. No single person's motivation is ever the bottleneck again. And the return demand it creates builds over time: every year the database is bigger, more vendor lists carry your name, more budget cycles have your quote sitting in them. The pipeline doesn't just persist — it's forced to expand.

> **A salesperson hunts when they're hungry. The Machine farms year-round.**

And the growth is yours to manage. Keep doing the work each week and you're building an **annual supply of work** — a season's worth of accepted bids stacked ahead of your crews. When you're ready for more, The Machine grows into new services and avenues with ease: the properties are already built, the contacts already yours, the approvals already earned. Adding a Job Category is a new price column and a formula, not a new company. Snow in the fall, striping in the spring, water heaters year-round — same database, same operators, same lists, wider net.

And if anyone leaves — the operator, the office manager, a salesperson you hired on top of all this — you don't start over. It's all still there, in your control. Train the next person on the same activities and The Machine is back up quickly — because none of it ever lived in one person's head.

THE OPERATING CONSTRAINTS

The Two Financial Rules

Everything in the money sections of this program flows from two rules. Break either one and The Machine will break you before it feeds you.

1

The 60-Day Rule

Assume every invoice takes 60 days to pay. Plan your cash around 60 days. Be happy when it's sooner; never be surprised when it isn't. Property management companies are reliable payers — they are not fast ones.

2

Grow to Your Financing, Not Your Ambition

Your quote volume should be limited by the work you can afford to float — cash, credit line, or factoring — not by how fast you want to grow. Winning a job you can't finance for 60 days isn't a win. It's a liquidity crisis with your logo on it. Winning a job you can't pay your staff to complete is a stress I don't want any of you to feel. Your financing sets the throttle — not your appetite.

Later in this program you'll calculate your real capacity — jobs you can carry, VA hours required, and your maximum safe growth rate. The Machine can generate more work than you can fund. You control the gas pedal; these two rules are the redline.

> THE PATTERN THAT KILLS GOOD COMPANIES
>
> A vendor gets compliant, quotes hard, and wins six jobs in a month — more than they've ever landed. They buy materials, run payroll, and finish the work. Then they wait. Day 30 passes. Day 45. The wins that should have made their year are now a hole in their bank account. **They didn't lose because The Machine failed. They lost because they grew past their financing.** Know your float number before you send your first quote.

BEFORE WEEK ONE

Who This Is For

You run a service business — pressure washing, janitorial, striping, gutters, landscaping, any trade — with one to five employees. You've probably already burned money on SEO that brought you the wrong leads. You may have tried a salesperson who underperformed, or worse, performed and then left with the relationships. You've hit the ceiling that referrals alone can reach.

You're not looking for a trick. You're ready to run a real system: a database, a formula, a compliance file that's always current, and a steady drumbeat of accurate quotes to a known list of buyers.

> **You're not advertising to the masses — just the property managers.**

Our own operation runs this exact system today with two full-time virtual assistants. One has been with us for several years. The other joined about eight months ago — she's very good, enjoys the work, and we suspect she'll be with us a long time. She's quickly surpassing my dear friend (I'll call him Yusuf), my first VA, who started working with me back in 2009 — he's now been with his current employer for twelve years. Hire for longevity. Learn your operator's local customs and holidays, and honor them; it costs almost nothing and it's how twelve-year working relationships get built.

And know what you're signing up for: this system is running in my company right now, and in my experience it works when all the steps are completed. Early results often come from simply being present and making an effort — which is fantastic, but it's not the growth we're actually here for. Forget the small potatoes. Do all of it, in order, every week — and turn the page. Week 1 starts with getting you ready for the only gate that matters.

Some links in this program are affiliate links, including for tools we use in our own company. They cost you nothing extra, and we never recommend a tool we wouldn't run ourselves.

READY FOR WEEK 1?

The full six-week guide — every week, every workbook page — is $39 at intrepidsalesco.com.