Liz Roberts

Birgit: *Today we are going to be talking with Liz Roberts. I met Liz at a conference about a year ago, and I was really intrigued because I could tell she had an amazing online business that she was running. This was the dream type of business that we all want to run, and the other thing that surprised me was just how she just did her own thing, she wasn't getting all wrapped up in the newest, shiniest thing coming out or even with people and the gurus and talking, she just stuck with her own business and kept working on it. I think it is a privilege for us to be able to listen to her. She is a real expert at doing outsourcing. Who she heavily relies on are all of the workers that she has running her sites in other countries.*

Good morning Liz. I am so glad to have you with us. How did you get started?

Liz: I got started with internet marketing a long time ago. My dad and I used to have a little hobby where he would create sites and I would help him. He is a database programmer.

Birgit: *So it runs in the family.*

Liz: Yes. So he would create the sites and this was year before Google and I would learn to drive traffic. He just wanted people to come and look at stuff and read his articles, and so he was going to concentrate on design and getting the site up and creating a back-up database to run the site, and I was supposed to study SEO and back in those days it was for Alta Vista.

Birgit: *So that was quite some time ago.*

Liz: Yes; AOL net binder used to be our biggest traffic.

So from that point on I just fell in love with doing like SEO stuff and creating sites and I put a few little information websites up and was driving traffic to them and I was running a consulting business at the time, and one day I just realized that the affiliate stuff that I was doing was making just as much money as my consulting work. I had not even touched it in months. It was just like a wake-up call because someone had sent me an email to tell me that there were a lot of broken links on my site and I saw that it wasn't the site itself that had broken links but the programs that I had been promoting.

So I went in there and I fixed them and the next month I was like, "Oh wow!"

Birgit: *You were getting more money.*

Liz: Yes, and steadily it just kept going to the point that I was like, "Let me see if I dedicated a few hours a day to these sites, what would happen…" and I just stopped doing my consulting work.

Birgit: *So that is when you went underground and disappeared into hard work?*

Liz: Yes. I realized that I could… as a consultant I was putting in way too much time chasing clients and making phone calls; follow-up phone calls, over-nighting stuff; I was at Fed Ex all the time, and it was just annoying, so as an affiliate, I make my money at home in my PJs.

Birgit: *When you say affiliate, do you go to places like Commission Junction for finding programs?*

Liz: Yes; Commission Junction, Click-bank… there are all kinds of really great affiliate networks out there, and there is pretty much an affiliate network for every niche, you just have to go to Google and you don't even have to look too hard for them; they are popping out.

Birgit: *So I would just go into Google and then put in… Give us one example maybe.*

Liz: Let's say you were looking to do a site on Anime. My nephew is really into Japanese Anime and he is putting up a little website and he has found people that he can… His mom had to sign up; he is not old enough actually to get a commission check, but he found people that would sell video tapes and things like that of his favorite Animes and he found companies that would even drop-ship for him underneath his name, and so they signed up for those and all they did was look up "drop shipping Anime program…" or "Affiliate program Anime".

Birgit: *I see. So that is what the majority of your business is; doing affiliate marketing?*

Liz: Yes; that's the majority right now. We are branching out and we are doing some different things with drop shipping ourselves and we are going into Asia and we will probably have some products soon of our own that we will be selling online.

Birgit: *Can you tell us what you do on a typical day?*

Liz: On a typical day, because I outsource most of my work, I start the day off just going through everyone's reports from the night before and analyzing their work and checking some of their back-links and everything and making sure that everything was done the way that I like it and that no one is goofing off.

            After that I probably take a look at my website statistics to see what is going on with the sites if there is anything I need to… If the traffic is down on the one site, I try and see why that is and I will make a note of it to send out to the girl or the guy that is handling the site to go out there and prop up that keyword; find out why it is that we dropped in the search engine for it. I still like to do my SEO kind of stuff; something I enjoy doing.

Birgit: *Where do you find out the statistics?*

Liz: We use Google analytics and statscounter.com.

Birgit: *And then those are free services that everyone can have access to; right?*

Liz: Yes.

Birgit: *And then when you say you are looking up the keyword, can you tell a little more detail what you have to do with the keywords and why that is so important?*

Liz: When I look at the keywords… I can login to statscounter.com which is the quickest way I do it. I have pretty much all of my sites under 3 or 4 different stats counter accounts. I login and I take a look at their numbers and then within stats counter you can click on the website name, of course, and it tells you what your popular pages are and what page they came in on, the exit page, keywords that they came in on and you can look at recent keyword activity and you can see the date, the time, who sent them; Google, AOL or whatever, and then the keyword that they came in on and then what page they landed on.

            Then you can go into recent visitor activity and kind of see how long they stayed on the site and if they went from one page to another; pretty much anything that you want to look at. You can even see that; right now I can look in there and on my website in the last 2 minutes I have had a couple of visitors from the US; Massachusetts, NY, Vegas, Canada… You can kind of see where they came on and if they were using Firefox and their OS is Windows XP or they are using Microsoft Internet Explorer 6.0 or 7.0,

Safari… Just so you can kind of get… I like to look and see what kind of browsers they are looking at and then I can't remember the name of the site, but you can do a search in Google for see my site in multiple browsers and then I look and see, like just recently there was something wrong with internet 8 where one of our sites when you came to the site, it was like you could see the out… just the bones of the site pretty much. You could see our header and then for some reason it was putting a huge white space, so almost the whole top part of the site without scrolling, was all white. You had to scroll down to see our content. So we realized that and a few people were kind enough to even email us to tell us something was wrong with the site and we looked at it and we fixed it. We knew right then just by looking at our stats counter that more and more people have upgraded into the Internet Explorer 8 and so we needed to make sure that we still looked good in it.

Birgit: *That is interesting; so always being aware. I think what I heard out of what you are saying is that by doing this every day gives you a good sense of what is going on in your business and that you do need to monitor what is happening in it.*

Liz: Yes; I like to look and see; especially if I can see a keyword in the stats counter that I was not expecting to see; if it is a new keyword, I go in there and I look at it and I pull out the Market Samurai and do some keyword research on it and see if it is worth optimizing.

Birgit: *Then when you say that you see a new keyword, that would mean to get to your site, you can see on the stats counter exactly what word they punched in and how your site came up before that particular word; right?*

Liz: Yes; and you can click on the word itself within statscounter.com and it will take you to the page in Google or Yahoo or whatever to see what page they came in on. Like sometimes I might see someone came in on a keyword that we don't optimize, but they were on page 6 of Google and I was like, "Hmm… is it even worth optimizing for this keyword?" If it is worth it and there is enough traffic, then we will optimize for it and just add it to our list of active keywords, but if it is not, it was just a fluke.

Birgit: *And in order to find out if it is worthwhile, you do that by doing what?*

Liz: I use a software called Market Samurai. It is a great piece of software and it is easy to use. I love it because with each purchase, which was only $97, we were able to get two licenses for each… so I could install it on two computers and so I gave it to all of my outsourcers and each one has two.

I talked to the people at Market Samurai and I said, "If I fire one person, is there the ability to take that license so I can give it to the next worker or something?" and they were real helpful and they were like, "Yeah sure. Just let us know which one it is…" and they would basically delete it and whoever has the other license, they wouldn't be able to use it but they would give me a new license for the new employee and the old one that is still with us.

Birgit: *That was nice of them.*

Liz: They said that that is just part of… They know that a lot of people outsource their keyword research and stuff and that is just a normal thing… I have been blessed. I have a great team where most of my team members have been with me for 3 years and counting, but a lot of people tend to have a lot of turnover.

Birgit: *You also have me curious; how do you keyword optimize?*

Liz: The software does it really easily. You just go into Market Samurai and you put the keyword in and it will say, "Keyword, Title…" it creates the whole thing. You tell it what country you are in and if you want to do it just for the US or if you want to do it for worldwide or you could do it for a specific country and then you just basically; there are a bunch of tutorials on it, so it can be kind of intense getting into it, because for me, the first few months, I didn't read the instructions and I didn't watch the video; I just was going in there looking to see where, using the rank tracker and using the keyword research tool to just kind of see if I could find any low-hanging fruit, and then I just started watching the tutorials and realizing I was missing out on a lot of features; it has a lot of features. I am still learning it. I don't want to say anything wrong to anybody. It is a great piece of software and it is inexpensive…

After being in this industry and seeing so many tools out there for $4000 or $5000 which pretty much are not worth it, to find someone putting out a tool that is essential for anyone that is doing any kind of work online and selling it for $97 and then constant upgrades and… Within this thing you can even; it will find you content for your sites. It will go out there, based on the keyword that you are using and do a quick search and give you content and the PR of the content and the keywords it is researching… Everything. It will find back-links for you; it has PR and it has how many links are going to that page and how many links are going off of that page.

Within the SEO competition tab, you can compare your site to your competitor's, age, how many back-links they have towards the page, how many back-links they have on their site… Everything you need to take a look at. You can even look at the linking partners from within it. It pretty much combined all of these things that I was doing separately into on. If anyone is doing any kind of keyword research, they should definitely have a copy of the Market Samurai.

Birgit: *Is that $97/month or $97 and that is it?*

Liz: $97 and that is it.

Birgit: *Wow! Do you have an affiliate link for that?*

Liz: No. I have not really set that up. It is a great program though. I might contact them at some point, but I already felt like it was such a great product, I tell people about it all the time.

Birgit: *That is great.*

            You mentioned that…I am assuming that you got super busy early on and that is why you decided, "Gee… I need to get a worker." What was the process in deciding to hire people and how do you go about it, and also if you can teach us how to go about it and hire someone?

Liz: I was at a seminar and it was like, I met this guy who was doing Ad Words and he was a PPC guru and I was sitting there talking to him and I asked him, "I am doing all of this stuff on my own and the sites are starting to suffer; I am staring to suffer because there are so many of them that I never can get down and get any sleep; I can't even leave my house. He was just sitting there and he laughed and he said, "If you can keep a secret, I will tell you how I do it." I said, "What is the secret, John?" He told me about a company called Agents of Value out in the Philippines and that company is run by a really nice guy and his name is Danny Sullivan and we have become really good friends, and it is a place where people can go find link builders, webmasters, programmers, designers, VA's and Danny keeps the rates really cheap. It somewhere around $800/month and you will have someone working for you that is monitored and they have a computer and they have been trained, but of course with anybody, you have to train them up some more. Somebody is just there doing your work 8 hours/day.

Birgit: *Are there other places that we can also go to? I know people will often talk about India.*

Liz: I tried India and I didn't like India. You might want to talk to Howie Schwartz and he does some stuff out there in India and he has been successful with it. I like the Philippines because the English was really good and my experience with them was really good. My experience with the workers that I had out in India that at first, they were doing some writing content and blog posts for me, and those were like wonderful; the English was wonderful, so I was letting them go and do their own thing, but I would go back and check their work, and I started to notice on the 2nd to 3rd week that the English was going downhill fast and it was connecting to my website, and I was like, "Whoa! What is going on?" I contacted the company and they were like, "We will check on that for you…" and I noticed that for a few days that the content got good again and then it went down again, and so I realized that they probably put someone that is really good on your site to just kind of hook you in and then change. I fired them and tried another company and got similar results and then I started up with Agents of Value… I was with Agents of Value at the same time and I was just like, "This is costing me…" at that time I think it was like $600 and some odd dollars a month, while the people in India were talking about $400-$500 and I thought, "maybe I can save a little money by going with India?" But I realized that the quality of the work was not good. I wasn't' getting as good of a quality of work while with my Agent in the Philippines I was getting much better quality.

Birgit: *How do you go about hiring someone? Do you ask questions? What is the process in that?*

Liz: We used to just exclusively hire people from Agents of Value but we have also gone on sites like Bestjobs.com and right now for most Americans, honestly Craig's list and Odesk.com are pretty much the only ones open. The Philippine Government and these companies are starting to crack down on Americans that go into places like Bestjobs.ph. You used to be able to buy a membership there and post your job request there, but they cracked down on that and now they only want Filipino that can offer insurance and pay of course the taxes on that work to advertise there.

Birgit: *So it has become an issue now?*

Liz: Oh yes; and it is going to become a bigger issue as time goes on, because even Job Street, which is like the Craig's list of the Philippines,

has cracked down on Americans going in there. There were a lot of problems. Now I guess the government is cracking down on them and they in turn are cracking down on; not just Americans but anybody that is not based in the Philippines and not paying taxes on their worker or providing any kind of benefits or SSI.

Birgit: *So how are we going to be able to outsource our work then if it is getting more and more…*

Liz: There are still places like Odesk.com and Elance.com where you can still find Filipino workers, but I still know that there are some people that are still going to go on Bestjobs.ph; you can't go on there anymore. I am just giving some updated information. But there is Elance.com and Odesk.com; there are a lot of different outsourcing outlets out there and you just need to go out there and do your research and find them and you will be able to find your worker. You need to kind of know what your budget is too. There is some outsource workers that you are going to be able to find on Odesk.com that I think the average Filipino on Odesk.com is asking for like $2.50/hour which is average. With Odesk.com one of the things that is good about it is that you have their software that runs there. In fact, if anyone was getting ready to do any kind of outsourcing, I would say start off on Odesk.com because it almost has training wheels because of the software that it has installed where you can monitor your work and it has a software that runs on the worker's desktop that takes random snapshots of their screen. So you can take a look and see what your worker is doing and if you see that they are goofing off, you can fire them. If they are working out, you can kind of see what kind of sites they are going to and just monitor what they are doing. It is a great place to start training yourself on how to manage a worker.

As I told you, we are coming out with our own software that is similar to Odesk.com that with Odesk.com the worker has the ability to delete screen shots. Supposedly you are not charged for those when they start deleting screen shots, supposedly Odesk.com takes that time off of your tab, but like I was telling you earlier, we have one lady working with us and we made her submit a timesheet along with all of her back-links and everything daily and her timesheet to us showed 4 hours but Odesk.com was charging us 6 hours for her work. It was kind of one of the things that kind of started making you think, "Wow! She deleted some of these screen shots; I can see that, and it was supposed to of course come off my time, but it never did. We just decided that we would go ahead and developing our own software so there will not be any deletions of screen

shots and we also have a keystroke monitor so you can kind of pretty much, if they are writing in English, you can read whatever it is that they are writing about. If they are chatting with friends they usually do it in _____ and you can't read that, but I usually have one of my other workers go in there and tell me what they are saying.

Birgit: *I guess all of this software can be used for other means too.*

Liz: It only runs when they are logged in. That protects their privacy, plus who really wants to know; at least for me; I really don't want to know what they are doing on their off time. That is their own business. I don't want to be involved. As long as their… the reason the software came about is because, with so many freelancers out there, they have learned over the years, and I have been doing this now for 3-4 years and the whole industry has changed. At first you had workers that were really, really dedicated to your site and everything, but as time has gone on and more and more people have gotten into the market, they have realized that a lot of people… Like for me, I am so hands-on. Every day they need to submit a report. Every day in that report it has to say, "Today I was updating Squidoo and it took me an hour to update three or four lenses. I welcomed friends, I posted blogs, here is where I posted blog posts…" and things like that. It is all detailed. They have to submit that to me daily.

What I was finding is that a lot of other people were hiring workers but they were expecting a weekly kind of a report back, so I was finding that we had a whole bunch of people that were in the CDO as part of the Philippines and I had at that time nothing but beautiful women on my team and so they would talk to the girls and they would sit there telling them how they were making so much more money because they have 4-5 people that they are working for 8 hours/day, but they were always like, "Oh but we work 8 hours for Ms. Liz because she has this stupid report." They would try to see if there was any way of getting around it and everything and they were just… they didn't know that the girls were reporting everything back to me.

I realized right then and there I needed something to monitor and even as we hire, because I tried to hire at least one or two people every two months, just to keep my team growing, but we could have great interviews going until I tell them about the guardian and I tell them, "Yes; we are looking forward to having you on the team and you passed all of our tests…" I always give them written tests, "… and we are going to send you the login into our guardian software, you have to download it and it only

runs when you are logged into the software, just like Odesk.com" because I always make sure they are familiar with Odesk.com and how that software works, just to kind of see where their mindset is, if they know all about that kind of software and everything and they are not afraid of it. If I tell them that during the hours that they are working with us, they have to be logged into this software, some people are just like, "No; we will not doing." I say, "If you are working 4 hours for me straight," if they are a part-timer, "…or 8 hours for me, what is the problem?" We had one girl say, "I would do four hours for you, but it might not be four hours in a row." I was just like, "Oh I see…" and it has really cut down on the number of people that we hire that just don't work out because you never see the productivity that is working for several people at the same time. You keep thinking, "Maybe the site just isn't taking off. Maybe the keywords are too bad?" No; you have a worker that is splitting her time and between you and 5 other people.

Birgit: *Oh; so that is why. That sounds like a great program that you have developed and when do you think that will come out? This year sometime?*

Liz: The program was developed by Danny and I and we have been testing it and it will be coming out this year. I think they are going to be rolling it out with Agents of Value people first and add on to their service that you can request screen shots and monitor your worker through there. We are going to be rolling it out to just normal businesses before the year is out; probably sometime in November.

Birgit: *That is an exciting project.*

Liz: I think that it is going to help productivity and it is going to help people who are trying to outsource successfully, because I have talked to some people who are just outstanding marketers, but they have not been able to put together the outsourcing portion to their satisfaction and I think a lot of it has to do with the fact that you really don't know what they are doing since they are not in your office; they are not in your home. You don't know if someone is sitting there, especially if they are working for you during the day; like our day is of course their night, so how do you know they are not really sleeping? You could send them an IM and everything, but I was really surprised to see that a lot of people were either telling me that when they are working for US companies, their employer doesn't even IM them during their shift. How do you know they are there?

Birgit: *I guess some people just have a lot of trust and just let it go and hope that the work is produced?*

Liz: You know in a business, trust is wonderful and trust is built up and trust is earned, and you really have to keep an eye on it and especially when you are outsourcing. When you realize that so many people… For an outsource person in the Philippines, being able to have 3 employers paying them anywhere from 12,000 to 20,0000p each, they are raking in the dough. They are pretty much considered rich at that point in the Philippines.

Birgit: *Are a lot of people getting into this in the Philippines that people are learning the skills that are necessary to be doing business online?*

Liz: Yes; lots of them are, and some of them, that is why we test. When we hire someone, if we find a resume off of Craig's list or something and we go through the process, it is usually myself and my project manager. We will get this person on Skype or Yahoo Chat or Gmail chat and we will interview them. We have test for everything and they are timed. So if this person says to me that they are an experienced link builder and that they are looking for 20,000p a month, because of all of their experience, and 20,000p is pretty high, although it is starting to become the norm for someone with some experience; that is about $400/month without conversion fees and wire transfer fees. So if they told me that they want 20,000p, I tell them, "What kind of experience do you have? How many years? They can sit there and tell me all of this stuff that they have done.

Everybody needs to remember to take anything that people tell you online with a grain of salt. We then tell them, "Here is our link-builder's test. You have 45 minutes to complete it," and it is like a test that my own project manager took and the first time she took it, and she knew most of the answers, it took her about 45 minutes to do it. So I said, "OK; if they are on the same caliber as my project manager, then that is cool, but in most cases, they can't do it unless they know it. Even if they go into Google and start doing the searches and putting the sentence into Google and searching it out, it is going to take them a little bit of time. It is not the link-builder test that we give them 45 minutes; we give them only 20 minutes on the link-builder test. On webmaster stuff we give them a little bit more time. Then we tell them… We don't tell them that we are going to test them until they are in the chat with us, we always tell them that the interview process is going to take about an hour.

Birgit: *When you do the interview, is this on the phone or is it in the chat room or how do you do an interview?*

Liz: We do them online in a chat room. I have done a few with Skype, but I like to have like a copy of everything that has been said.

Birgit: *What kind of chat room do you use for that?*

Liz: Just Yahoo. You just basically save all of your chats on Yahoo and then that way later on I can go through and say, "She said, this and this and this…" and we can… even if I take notes during the interview process, I can't remember everything and maybe I might have missed something, so I like to read over it.

Birgit: *How many people do you have to interview before you find someone?*

Liz: We kiss a lot of frogs..

Birgit: *It is pretty common just like what we do; anybody would do in the corporate business too; they go through hundreds of resumes.*

Liz: Yes; and lots and lots of tests because what we found is that most of them couldn't really answer the test question; they could answer the most basic, but when you get into it, if you are telling me that you have 2 years of experience and you can't do this in 15-20 minutes? You don't have that experience. Sometimes they might come back with an excuse like, "Oh my last employer only had me doing articles submissions…" and so you spent two years doing article submissions; you are not really a link builder.

Birgit: *Does everybody get paid by the monthly rate or by the hour too?*

Liz: On Odesk.com, you don't have a choice. You have to pay them through Odesk.com and they get paid weekly on Odesk.com. When I have them through myself, I pay them monthly and I pay them through a service called, "Xoom.com", although their fees have gotten kind of high lately, so we are changing to a service called Remithome.com. I have not had the chance to really test them out, but I just know that they are cheaper and you can actually automate everything.

Birgit: *When you are talking about the cost, before you said there are wire transfer fees and now you said there are costs to work with the companies, can you give us some information about that so that we understand what we have to do?*

Liz: With Xoom.com they just have like a conversion fee; just like if you are going to the bank and… A currency conversion fee and then they have a fee for submitting to the worker's bank. With Xoom.com, they get a Xoom number and they can go into the affiliated bank and get the cash, because you can also deposit directly into their account through Xoom. But their fee structure is; they have a cheaper fee structure if you allow them into your checking account to get the money. It is a little bit more expensive if you decide that you want to use their Visa or MC and I pay the extra for Visa or MC just because I don't feel good about giving people my checking account information. I think they know that most people will go with the credit card option and they make a bit more money and they also have credit card fees that they have to pay for accepting the payment from you.

Birgit: When you were talking about the structure of a team, I heard you say "project manager." Who do you have… can you go through what the project manager does and then who is under them and what they monitor and give us an idea of…maybe we can use an example of say we have a dating site and what are the elements that need to be set up to run a dating site?

Liz: They basically manage people. I try and keep in touch with all of my people, but sometimes it just gets too much, especially since I have gone from making them stay up all night so that they can be working on my daytime, to, I let them work in the Philippines during the daytime. My project manager is basically me, but at night. She makes sure that everybody reports in and if anybody is sick, they text her phone or if right now, it is typhoon season and so there is a lot of girls that have either slow connections or no connection. So they always text her cell phone and say, "Hey; I don't have any kind of connection right now and I will make up my hours…" and she monitors those things too. I have them make up the hours.

There are two rules and some people think it is kind of cruel of me; it is not their fault that they have not internet connection and a typhoon came in and knocked out their electricity, but sometimes it gets to the point, especially in that country, that they might be without connections for a few days or the connection is really slow, and we have goals that we set each week and if they are not doing it, then they know that I have to let them go if they can't meet goals. So she monitors them and basically says to them, "Look; you are not nearing the goal…" or "on this day you called in and you basically said that you had a slow connection and your work load for that day was really, really low; you need to make up some hours here

and there…" or whatever. She monitors that kind of stuff for me and of course she helps me with the hiring. A lot of times I have them speak with the person in a friendly manner, just in general, before I join the chat. She gets to know them and that way we can see attitude. Once they realize that she is also a Filipino, they speak differently to her than they would to me. They tell her things that they wouldn't tell me.

So after the interview process, she will tell me what they said and what kind of attitude they have and she doesn't come across as judgmental or anything like that, she just says, "We work with freelancers…" if she asks them questions about what they have been doing and she tries to find out if they are currently working with someone.

Birgit: *So there is a huge trust factor with this person? What do some of the other people look after? I know you said that they do blog entries. How can someone do a blog entry when they are not you?*

Liz: They do it based on the website that they are handling for me. We have writers that send them content and they read the content and they post it to the blog and they do the social bookmarking on it just to bring some of the robots to look and see that we have new content and everything and then they circulate the articles. They have read the content and they can go ahead and blog about the content. My girls know so much about US TV and things like that; different niches that we are in that they can just sit down and blog about it without me having to monitor it.

Birgit: *And the blogging is important for the search engines?*

Liz: Yes. We like to use a lot of blog comments. You should always keep building; you don't want to be all blog comments coming into your site. You need to go old school and make sure that you have submitted to all of the good directories and I know some people do page linking and some even pay bloggers to be on their blog rolls and things like that. They are just basically out there trying to get the content noticed.

Birgit: *That in turn draws traffic to the site, right? How many employees to you have?*

Liz: Right now we have 11.

Birgit: *OK; so the project manager is monitoring the work of the everyday I guess?*

Liz: Yes; she looks over… she doesn't monitor our old workers; we have 7 of them that have been with us for 3 years. She doesn't monitor their work as much. It is not necessarily, but all of the new ones. She looks at their work and says, "You should be able to do this many comments…" or "You should be able to do this…" or "What were you doing during this time…?"

Birgit: *What are some more of the jobs that they all do?*

Liz: We have link builders and we have designers and we have people that just do nothing but update social sites and our Squidoo lenses and all of that. We have writers too.

Birgit: *So it is no wonder that you have to have a lot of people. Your role, it sounds like, you are overseeing and driving the business.*

Liz: Yes; and I come up with the new ideas. I like to do, like when I was younger, I wanted to be a copywriter, and so I like to write copy for my sites and write headlines and things like that. I do the stuff that I like to do and then anything that I don't feel like doing I give to my project manager.

Birgit: *And the project manager decides which person gets the job or who needs to do it?*

Liz: Sometimes. As you know I disappear a lot, so I might tell her, "hey; we need a few more of these people…" and I might say, "I might be available for the interview process or I might not. If you hire them, just let me know and I will say "hi" to them. As part of her training as being part of a manager, she knows what we do and she has been… For me, I didn't hire a project manager. I hired her as a link builder and she just rose up through the years.

Birgit: *What is a link builder?*

Liz: Just someone who is out there building links back to the site; directory submission and article submission, Squidoo; just basically finding quality link partners and adding our sites to theirs. Over the years she has gone from link builder to webmaster to project manager.

Birgit: *As a webmaster, what does the webmaster tend to do?*

Liz: They might do a little bit more keyword research. The link builders do it, but I have what I call site handlers, and those are people that I really trust. They have like the keys to the site; they have the passwords and they have everything that is needed to upload the articles. Some of our link

builders to social sites; they don't' have the logins to the sites. All they have are logins to social sites for them to update, but the main site they can't touch; the site handlers do that. They upload the content, they SEO the content and they work with the link builders and the writers to make sure that they have good content that is keyword rich for whatever keywords that they might have been looking after and stuff.

Birgit: *Do the people on your team work all in the same office or are they working from their home and in different cities?*

Liz: They work from all over the Philippines. They work from home mostly, except for 2 of them that I still have that are at Agents of Value and they work there. The rest of them are based all over the Philippines and they have their own internet and have their own computers and everything, and that is one of the reasons why we need the monitoring software so much is that they are at home. You have to be really disciplined to work at home. I love it and I couldn't work in an office. I am not someone who is good with keeping schedules. If you tell me to show up at an office every day at 9:00, there is a 75% chance that I am not going to be there, but I will show up eventually.

With freelancers you really have to have the mindset that they are freelancers and if you tell them that they need to work for you 8 hours/day, you have to A) have to trust that they are doing it, or B) you have to monitor to make sure that they are doing it.

Birgit: *One thing that I was just wondering; how do you go about so they don't steal your work or steal all of your lists and things like that? How do you protect yourself?*

Liz: Only the trusted people have access to Aweber. Our site handlers have that and my project manager has that. Our link builders do not have that and our social site people don't have that kind of access. I know that some people don't have any qualms about it, but I personally have… I am the one that looks at the money. When I log into the affiliate sites, I have the… Like with CJ; you can have one master account that can see everything and then you can set up a user account where all they can do is go in there and pull content. Everybody has access to the user accounts. So if you are out there adding a blog post to a feeder site, then even a link builder can log into CJ and pull an affiliate program from there, but not all affiliate networks have that capability; they all should, and I am hoping that more and more of them will start seeing that as outsourcing

picks up and more and more people start outsourcing, that you don't want to have your workers looking at how much money you are making. It could, of course, breed that whole thing where they decide to set up their own site. They could do that, and so that is why I keep all of those kind of logins to myself and if the network we are using doesn't have the capability to allow them to pull it themselves, I manage everybody through Basecamp.

Basecamp is a project management software; it is online. In Basecamp, everything else is segmented yet again. In Basecamp you can basically… you set up your company and you can set up your people inside the company and you give them permissions as to what they can see within Basecamp. So like with a link builder, they can only see stuff that I post about in their site, and if I see a new program that I want to promote, I will put the information that they need there, and so that way, even if I fire them, someone else can go back into that and I give someone else that permission to go into there and all of the stuff that I have been working on with that worker is still there.

Birgit: *So you don't have to repeat everything all over and at least there is some form of a record as to what has been happening.*

Liz: Basecamp is a great piece of software, I think somewhere someone has made a free version of it, but I am not sure where it is. I pay like $50/month and I can have up to 30-40 different projects running within it. Each person has a site that they are link –building for or whatever and they can see within… When they log into Basecamp, all they see is what I let them see. My project manager can see everything because I share everything with her, but everybody else is limited.

Birgit: *Does the project manager also know how much money is coming in from all of the revenue streams?*

Liz: She doesn't have access to those things. Nobody has that but me.

I am constantly surprised that some people let people into their… when I am talking to them about their outsourcing and realize that their outsourced worker that they have never met in their life who they don't monitor or whatever, has access to their money like that. I find that very surprising.

Birgit: *Do you hear often bad stories or it is not too bad?*

L; I don't hear any bad stories about it, it is just to me it just doesn't… I don't know. Maybe I am just suspicious by nature. I don't want to put temptation in front of them.

Birgit: *How do we protect ourselves? If I am going to go hire someone, what kind of methods are there that I can protect myself in a contract or do people honor contracts or not or what should we do when we first get someone to work for us?*

Liz: I have a contract, but they are not going to honor it. They are in the Philippines. I have it slanted for me that if there is any arbitration that needs to be done it needs to be done in Las Vegas; like they are really going to come to Las Vegas. I have the contract there just so that they have a list of rules within the contract that A) they understand that at all times they are to be put on a monitoring system and they know what their pay rate is going to be… All of the rules. They know what time they are supposed to be there and how long they get for lunch and that we expect that they are not going to be giving our logins to anyone else because we have also come across people that seem so eager to work and then you find out later on that they are part of a network, and so you hired one person, but they are like the beard for the company. They know all of the answers and they have all the experience that they want, and then just like they did in India, they pass the work onto someone who doesn't have the experience and doesn't know what they are doing, and so the work quality is not as good, and so we tell them, "We are hiring YOU; not any of your people that work under you. If you have people that work under you, you need to get them approved by us before you can have them.

Birgit: *Are you allowed to fire people just right away? You notify them through email or phone calls?*

Liz: I fire them through chat usually. I usually give them like, "This is your first warning… This is your second warning… This is your last warning… good –bye.

Birgit: *So they are well aware.*

Liz: Yes; everything is spelled out for them. Some people try to say, "Oh we were not aware of this or that…" but I know that if they had read the contract, which I told them to read and sign and then we have a little fax-back number for them and if they read it and understood it then there should be no problems.

Birgit: *How do you keep track of all of your employees? Do you have spreadsheets and worksheets that you assign the job to? I think probably you were mentioning the Basecamp program helps you with that. Are there other ways you can organize the workflow?*

Liz: Some people I see using excel spreadsheets, but how long are you really going to keep those things around? At some point it is going to be three years down the road and you are not going to know what you have done. In Basecamp you can do a search and you can find things.

(Sounds like there is some audio that was deleted here because the subject matter goes a different direction).

We have a team email and then they have an email that they have to send to me which comes to me personally and they basically CC it. But in the team email, that goes to a Yahoo account that we have had for years. So I have every one of those things as a backup in that Yahoo account.

Birgit: *Do you have a lists of all of the work tasks in a certain area so that you know… Like I am thinking and I go out now and I am just doing everything myself. Now I am going to start hiring someone and I would make a list of all of the different jobs that need to be done and then ask one person to do them, or I would start and hire maybe a graphic designer to do just one job and the a webmaster to do maybe two hours/week. Do you have a recommendation as to how someone just in home who has gotten too busy would move to that?*

Liz: It would depend on what they need. I usually like to do things where they are hired and they are working either 8 hours for me or they are working 4 hours for me. With that, I just basically look and see what I am hiring them for. If it is for just a design thing and I am only redesigning a site and moving the content into that new site, I might make it just a flat fee kind of thing that you go on Elance and say, "I am looking for a designer to do this… and this is the pay I am willing to pay," and let people bid on it. If it is something ongoing, like for me, link building is something that you do ongoing and social sites is something that you do ongoing, then I usually have an hourly thing and we base it on the site that they are doing. You have to do so much. On this day you submit articles, on this day you do bookmarking and on this day we want you to do… whatever.

Birgit: *You have mentioned social sites a few times; what names do you mean by that? Is that Twitter and Facebook?*

Liz: Yes; all of those. I personally don't like any of those things. I like Squidoo and I somewhat like hub pages and I will play on those, but I am not particularly fond of Twitter and don't' want to be bothered with it so I have them do it.

Birgit: *So they don't do it from a personal sense. Like on Twitter or Facebook, it would be your name there but what you are using is your niche or your website; right?*

Liz: Yes; the website and sometimes they use their own names and sometimes we have a couple of them that just took over; somebody that we fired and they just took over their accounts and they just keep using the same name and everything.

Birgit: *When they use their own personal name, they are driving traffic and they are talking about your site on the social network?*

Liz: Yes.

Birgit: *So that is another way of driving traffic then; right?*

Liz: Yes. They can use their own names and they can make up names if they want to. It is like whoever… When we first started we were using people's real names and stuff, so when we let them go, it was a bit of a hassle to go in there and some of them didn't' care and like some of our freelancers have gone onto running their own teams of freelancers, and that is just one of the natural progressions within this is that some people are going to see that this is something that they want to do and that they can make more money working for themselves, especially if they know that the person is not monitoring them, and they can have as many full-time jobs as they want.

                We might make up a name and just say, "This name now goes with this site."

Birgit: *It makes sense. You have to figure out a way to get around that issue of people changing jobs.*

                Is there anything else that you think that we need to look out for when we are outsourcing?

Liz: Not to be too eager. Don't start too fast. This is something I tell people all the time, but they just really don't listen to me. I had a friend recently who I told this same thing; I told him so many times because he hit the ground

running. I explained to him how to do outsourcing and I told him, "Look; when you start outsourcing, don't just hire a project manager. Hire maybe 2-3 people and see how it goes… you have to be your own project manager in the beginning and then based off of work quality and the person's attitude, having them produce things, that is when you start hiring from within. Some people have it and some people don't.

I went away for a short little trip and I think I was gone only about 2-3 weeks and then I come back and I am chatting with him and he has hired 9 people and then he went and hired a project manager. He was paying her more and gave her the title of project manager, but she said she had managed workers in the past, but she was no good at it, and she was actually just a writer; that is all she was and that is all she should have been. It was a disaster and within maybe 4 months, he had run out of money. If he had done it slow and steady, he would have probably still been in the race.

Birgit: *A good lesson. People need to listen to you!*

Liz: It is so exciting when you sit down and you can have all of these people supposedly doing your work for you. You just have to have the safeguards and you have to be willing to monitor them. Weekly monitoring does not work. You have to be able to sit down and say to yourself, even if you have a full-time job right now, "Hey; I can dedicate an hour or two each night to looking over my worker's work and making sure she is doing what she is supposed to be doing."

You have to check up on stuff; re-doing some of the keyword research yourself and making sure that… You have to remember that they are in a different country and sometimes they use word that we wouldn't and they use a lot of the word "avail"; you have to "avail" yourself of this. I have had to break them all of that habit. You have to be willing to go in there, because one of the things is that they are out there and they are blogging for you and they are writing these articles for you and they are representing your site, and so if you are not reading those articles and making sure that they sound correct… Every time I get a new writer, and I do have a writer that is like a head writer, and she will edit and she will look over things, but I always when I get a new one, I will read their content and I will make changes and I will make notes. I will cross things out in red and write notes in the article and send it back and say, "This is not how we would say it in the US. This is something that makes no sense. Where did you get this?"

When I send something to one of my writers, I have a little worksheet that I use and I say, "I am going after… This is the keyword that you are targeting, and these are three sites that I found information about this topic and I want you to read all three of these sites and write me an original article based off of this keyword for our sites." Usually they will write an original article and then an SEO version of that article. The original article goes on our website and the SEO version goes onto the article networks and blogs and all of the rest of that.

Birgit: *That is a lot of work.*

Liz: It all flows in and it all goes to the top. I have a head writer who makes sure that it is getting done, but in the beginning, I like to make sure that they are writing up to my quality because they are representing my site. If that means that for the first month or two I need to be a little bit more hands on with that person, I don't mind doing that.

Birgit: *It doesn't sound that you have the lifestyle of someone who can sit there and do nothing all of the time like I read in all of those sales letters.*

Liz: I probably don't work as much as most people and I am gone a lot where I might not be working for a week or two, but I get back to it and as long as you have trained your team, they really don't need you that much once you have them trained up and they have the system in place and they are using the Basecamp to keep everybody to look and see what needs to be done and everything, and most of them already know what needs to be done. Some of them have been working on the same sites for 3 years. They know the site better than I do.

Birgit: *That is the thing; you worked hard at the beginning to bring it to this point and now you have more time available to yourself to do your things, but like you said the system is in place and the people have been in place and so that is the luxury that comes after a long time of hard work.*

Liz: I read all of these things about, "All you need to do is this and this and this and this…and you have to pay your worker and you are only going to paying them $200-$300…" and that was true two years ago. Everything has changed and you get what you pay for. If you are paying $200-$300 month you are getting a newbie which means that you have to be more hands-on than if you are paying someone $400/month where they are trained and they already know a lot. Even with the Agents of Value person, you still need to be able to send them some training materials and monitor their work. That is really the key to any successful outsourcing

venture is that you are monitoring your work and you are looking at your people and you are continually training them.

I use a lot of Jerry West stuff for SEO; I love SEO. So I have memberships to his site and to his newsletter and I read the newsletter and I share the information with the girls.

Birgit: *Did I hear you say that you have training manuals?*

Liz: We use different training stuff. We buy stuff from Howie Schwartz; anybody that has anything of value; we will buy it. My project manager will read it and condense it and sometimes she will even rewrite it into _____ so that they can read it easier if someone isn't as good. If they ask me "can this one be translated for me?" then I kind of put them on my list of people to fire, because if they can't read English well enough to understand it without it being translated, I don't really want them.

Birgit: *Tough boss.*

Liz: You have to be. It is not a game; it is a business and if you want it to work well, then you have to be willing to weed out the people that just won't make it.

Birgit: *Now you have told us an awful lot about outsourcing and I wonder too, just changing topics a bit; where does the actual money come from though from the sites?*

Liz: Usually from the affiliate programs and from Google AdSense and stuff like that. Our newbie sites or our "babies" as we call them; we are mostly women and we only have 2 guys and so we usually refer to our newer sites as babies, and on the babies we just basically have a lot of AdSense stuff; they are just AdSense sites until I start seeing their AdSense income increase and then I start adding affiliate programs to them.

Birgit: *Are you building lists on them too; on Aweber and then continuing to mail out affiliate offers to them periodically?*

Liz: My head writer writes up something good every day.

Birgit: *Do you do JV's with people?*

Liz: No. I have in the past but I just kind of like to do my own thing and kind of float around. I don't share my lists with anybody. I like for them to be not spammed a lot.

Birgit: *When you are building your list, are you building a list per niche or per website?*

Liz: Per website.

Birgit: *Because the topics would be relevant to the one particular site and I wouldn't imagine that you would mix it very much.*

How do people make money and how quickly can they make it. If someone is starting out, do you think that they can make $50,000 really fast over night or it takes time; what is your recommendation there? How can I go from making zero to $50,000 or $100,000 and then making that move to $1,000,000.

Liz: I am a bit of a pessimist. There are some people that would be like, "Oh yes! You can definitely do that." If you have a full-time job and you have a family, how many hours are you realistically going to put into it? Sometimes when they are sitting there promoting these products where they say that within a week they made $50,000, they usually had a worker working on it 8 hours/day for several months before and they were doing the backend stuff, or they had huge lists already in there. I think that anybody can make money online if they are willing to… whether they have outsourcing behind them or not, but they need to really say to themselves, "How many hours/day am I going to dedicate to this venture?" Not everybody is cut out to do it. I met a school teacher that he specialized in Special Ed and I thought to myself, "Oh wow! He is really interested in doing stuff online and he is not making lots of money and he seemed really dedicated, but when it came down to it, once I had finished having my people create a site, writing content and I told them basically that his part was to also write content, build some links; because I didn't want this to be MY project; I wanted it to be OUR project and he within a week of handing things over to him, he said, "I really don't have the time for this." His excuse was that he wanted to do more dating. His priorities really were not in making more money. I had basically told him to give me two hours a night for the first few months and then a few hours on the weekend, but he didn't' have it. Even though he was like… and he still is, looking at all of these things that tell him that tell him that he could make $50,000 by next weekend, he will never really put the time or the energy into it.

If someone puts time plus energy plus doing all of the research and work that goes behind it, they will make money. It may not come up in that first

week and it may not be in the second week… I have a friend of mine who just finally made her first $100 and she has been online for almost a year, but during that time, she took off when she got pregnant. She was out of commission for quite some time, but she finally just started getting back to it and just made her first $100 but it took her over a year to do that in an affiliate niche. Before she got pregnant, she was working a wedding favor site; she was an affiliate of Brad's you know my wedding cyber stuff, and she was also doing a little bit of catering; she makes chocolates and stuff locally, and she was making… her income from that site was about $30,000/year from selling the wedding favors and stuff like that. She just kind of let things go. She wasn't… she just kind of let it go off to the wayside and then of course everybody and their mother jumped into wedding favors and pushed her site down and down and down. Without someone there to work on it and keep it moving, of course her income dropped. If you don't have that in you and you can't really commit to yourself that I am going to do a minimum of two hours/night on your site, especially if you don't have someone working for you, then I really don't' see how you expect to do well.

Although people at SDI; they seem to do well and they don't really do a lot of stuff. It is Ken Envoy… They do a lot of backend stuff. I will have to send you an email on it.

Birgit: *When you talked about this woman being pushed down; you mean in the search engines and what you are pointing out is, how important it is that you need to continue to be ranked on the first page of Google; is that right?*

Liz: You need to be ranked somewhere. She wasn't even doing so much with Google; she was doing a lot of Craig's List stuff because she was looking more at the local markets, which is easier to get into than the global markets. She just didn't put any more time in it. She wasn't' adding content to her site and I think she pretty much go put into the Google sandbox because the site had not been updated in a long time. She hadn't even linked to it from Craig's list for months and months and months.

Birgit: *What that does tell you is that you can make $30,000 and a lot of people would be happy to make that in a year, and if you don't monitor or watch it; no; if you don't add to it and continue running the business, the business falls by the wayside.*

Liz: Exactly. I have met people that have indeed had some product and they have done a JV and they have had a launch and they have made a bunch of money, and it is wonderful. But after the JV partners are gone; what do you have left? Did you make sure that you SEO'd your site so that Google is still sending you traffic? Are you doing your PPC? Have you created your social sites? What do you have left after the gurus have pulled away and not sending you the traffic anymore? If you have nothing, then you don't have a business.

Birgit: *Those sales letter don't make it sound like I need to have a business.*

Liz: That is what they are there for, I guess; to kind of pull people in. But you really do need to have a business and a business plan and you need to have set goals. All of my girls have weekly goals and they set them on Friday and they check them on Wednesday and of course we have the results by the following Friday along with the new goals that they need to set. If you don't set those goals for yourself, even if you say to yourself, "OK; this week I am going to finish out my site and I am going to dedicate this much time to it," and make that your goal and then on Friday you say to yourself; "OK; the site it is finished. This week I am going to add content to it or I am going to start the article submissions or I am going to find an article writer to write these things for me and start building my link-backs through articles and directly submissions" and you make a goal of saying that, "I am going to do so many directory submission per day." Just basically just building that site and building the traffic and everything.

            I like to do it the old fashioned way. It may take longer, but they are more stable.

Birgit: *I think your income is significantly higher than many of the people that I see at conferences who run a product launch and do this or that, and so that says a lot for creating a proper business and you are just doing all the right things and you take it seriously and that is fantastic; you have had great success, but you have built it slowly and it is sustainable now.*

Liz: I do well online. I have not worked for anybody else but myself for going on 15 years now and I have been online that long. It is a long time and I have seen it come and go and there are some great products out there that say, "Make money right away" and I would say that you have to know the guru that you are following. I personally don't follow a lot of gurus. I like the stuff that is put out by Russell Brunson; his affiliate training stuff is top notch and you are not going to find much better out there and he

always updates them and the content is always really good because he is a super affiliate now and he has his own products.

I like Howie Schwartz. He can send out a lot of emails, but his social stuff and the stuff that he is doing on the social networks should be taken note of.

I like Jerry West; he has been doing a lot of SEO stuff forever. He is my favorite SEO and he is doing a lot of stuff now with training; he used to be with Stompernet.com and he was the organic SEO trainer but he just recently left and is now he is even taking consulting work, which before, you couldn't get Jerry to do any kind of stuff. I think he is going to start training people.

Those are basically the people I like. There is David Bullock also. If you are into PPC and your conversions; and honestly, once you have the traffic, your next step is to look at your conversions and to work on improving those conversions and that is where someone like David Bullock comes in. He can help you with all of the little A/B split testing that needs to be done.

I have some girls on my staff that actually do A/B split tests, but I think that is just a little bit too advanced at this point for a lot of people, but once you have the traffic going to your site, work on your conversions because every time you increase your conversions, you are increasing your bottom line without even increasing the traffic going to your site.

Birgit: *When you are writing your business plan every year, do you plan it for one year or quarterly or 3 years… How do you plan out your business?*

Liz: I plan it out annually with what I think I am going to do for the year. Because it is a corporation, I keep my business plan… it is basically my corporate book and then I just change it as things have gone on, like other JVs or whatever I have done; I change it as I go along. I always have like at the beginning of the year, I just sit down and think about what it is that I want to go for this year; new niches I want to go into and what I estimate it is going to cost and how much time it is going to take to get there and set my milestones and you can set milestones in Basecamp too. It is a wonderful program and they have something called Write Boards on it where I have a lot of my girls put passwords and stuff like that on there and that way, even when there is a freelancer who quits, maybe they might get vindictive, and they want to change the passwords or whatever, but we usually change the passwords before they can do it, but right there

in the write board, if someone is there, I can see every time a change is made to any kind of write board and I can see the old version versus the new version.

Birgit: *So that is a good way to monitor again and you have a lot of backup systems in all of the systems that you are doing.*

Liz: Yes; we have them upload an excel spreadsheet, because while they are doing their work, when they are creating their daily worksheets, they have to log all of the blog places that they go and all of the social sites that they go to and anything that they create, they need to put into an excel spreadsheet which gets updated along with the write board.

Birgit: *I don't know what else I can still ask you. I am running out of questions.*

             Do you go to a lot of conferences?

Liz: Yes I go to a lot of them. I enjoy them and I learn.. especially if they are training conferences. I go to Boise every few months. Russell has some like Mastermind and things like that that you can join and I go there to see what is going on in affiliate marketing, if there are any new programs that might make things easier. This Market Samurai, and I learned about it at SEO Revolution which is a Jerry West seminar, where everybody in there were top notch SEO's and I was learning what they use and what makes things easier, especially since they take on clients.

Birgit: *I wonder if they all make more money from the training programs or from their actual businesses?*

Liz: I don't know. I know with Jerry, he makes a bunch of money in affiliate stuff. I think he just enjoys it. I think he enjoys the money of course that comes along with doing a seminar, but I don't think he needs the money.

Birgit: *We are lucky that there are people like that because we need them to be able to train ourselves.*

Liz: I was just at Stompernet last weekend and Russell did a speech and not on affiliate marketing, but how to take a 6-figure income business to a 7-figure and then how to take a 7-figure to an 8 and it was wonderful. It gave me all kinds of great ideas of how to repurpose a lot of stuff already in my business.

Birgit: *Do you have some ideas on how to go from 6 figures to 7 figures?*

Liz: No you have to keep that with Russell. If you have a question ask him. I have some notes but I am still digesting over, but I am going to start implementing a few things and then we have a mastermind in September that I am going to say, "This is what you said at the seminar and this is what I understood it to mean, and I had the girls do it and these are our results. Where did I go wrong? What did I do right? What are your thoughts? " That is one of the things that I love about seminars and I love about masterminds is that you can get such great feedback from people. I have several masterminds that I belong to; not just with gurus like Russell, but with people I have met from different seminars that like someone is a PPC expert like my friend Kevin or a link building expert like Chris Baker and his dad. There are a lot of people that I like to… when you are at a seminar, it is good to get to network and get to know people because you never know who is going to give you that great next big A-ha!

Birgit: It is just fun to meet people and these friendships last for years and years.

Liz: My friend Kevin and I, I met him at a seminar almost 4 years ago. I think I wasn't even outsourcing at that time when I met Kevin and he has been doing PPC and he is into Drupal now and he is consulting people that want to do Drupal sites and things like that.

Birgit: What is Drupal?

Liz: It is a content management system. I like Drupal; we use Wordpress a lot, but Drupal has a lot of things that I like about it. You can give a freelancer and this is why I like it; you can give a freelancer a separate login to add content and yet they don't' have the full login to the full site.

Birgit: You have given us just so much wonderful knowledge and a really good overview of outsourcing and how to go about doing it and I really appreciate all of your time and your comments. If anybody wanted to quickly get a hold of you or to find out about your product when it is coming out, is there somewhere that they could contact you?

Liz: Yes; Liz@outsourcingtemps.com.

Birgit: Thanks so much. Good-bye.