

Fix This Next

Make the Vital Change That Will Level Up Your Business

by **Mike Michalowicz**



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THE SUMMARY IN BRIEF

The biggest problem entrepreneurs have is that they don't know what their biggest problem is. If you find yourself trapped between stagnating sales, staff turnover, and unhappy customers, what do you fix first? Every issue seems urgent—but there's no way to address all of them at once. The result? A business that continues to go in endless circles putting out urgent fires and prioritizing the wrong things.

Fortunately, Mike Michalowicz has a simple system to help you eradicate these frustrations and get your business moving forward, fast. In *Fix This Next*, he describes how every business has a hierarchy of needs, and if you can understand where you are in that hierarchy, you can identify what needs immediate attention. Simply fix that one thing next, and your business will naturally and effortlessly level up.

Fix This Next offers a simple, unique, and wildly powerful business compass that has already helped tens of thousands of companies get to the next level, and will do the same for you. Immediately.

IN THIS SUMMARY, YOU WILL LEARN:

- The Business Hierarchy of Needs and how to use it.
- To identify and focus on your Vital Need.
- To better understand sales, profit, and order and how to leverage them in your organization.
- To shift your mindset so you can focus on your company's impact and legacy.

The Business Owner's Compass

You arrive at your desk in the morning, put on your firefighter gear (your glasses, your email app, and a cup of coffee with a double shot of espresso), and get to work putting out fires. Calm the pissed-off customer. Send out the late proposal. Scramble to cover payroll—right after you deliver a speech to your employees about your company's "bright future."

Even when you do find time to hunker down with that big project you've been putting off, the question that begs to be answered is, Does it really matter? That one big thing you are finally about to tackle, will it really have a significant impact?

You *can* move your business forward in big strides and in short order. Your vision for your business can become a reality. And it will, once you figure out what your biggest problem is right now, and then devote yourself to fixing that next.

Fix This Next is a simple system that works like a compass for your business. Getting your business bearings begins with what you see as a barrier to your company's path forward, and then, in four simple steps, home in on the direction you need to take (that is, the problem you need to solve).

The Business Hierarchy of Needs

In 1943, Abraham Maslow identified what has now become known as Maslow's hierarchy of needs. Maslow's theory states that there are five categories of human need: physiological, safety, belongingness, esteem, and self-actualization.

In order for us to attend to something higher on the list, we first need to make sure that our needs are met in the categories below it. So, for example, before you can focus on meeting your needs for love and belonging, you first need the basics: air to breathe, adequate hydration and nutrition, and a safe place to sleep.

Maslow's hierarchy of needs has a direct correlation to entrepreneurial progress. A healthy company must first attend to the base needs of sales, profit, and order before the leadership (you) can focus on more advanced pursuits, such as impact and legacy.

The key to climbing the hierarchy is simple: Fully satisfy your business's current level of needs, not by rushing to the apparent daily demands, not by addressing advanced needs before basic needs, and certainly not by trying to fix everything at once. To do this, use the Business Hierarchy of Needs (BHN).

The BHN has five levels and five Core Needs within each of the five levels:

SALES. At this foundational level, the business must focus on the creation of cash. Just as humans can't survive without oxygen, food, and water, if you don't have sales, your company will not be able to survive for long. The five Core Needs for Sales are lifestyle congruence, prospect attraction, client conversion, delivering on commitments, and collecting on commitments.

PROFIT. At the PROFIT level, the company's focus shifts to the creation of stability. Here, our business's needs line up pretty closely with our human needs for health, financial stability, and a secure and safe environment. The five Core Needs are debt eradication, margin health, transaction frequency, profitable leverage, and cash reserves.

ORDER. At this level, the focus is on the creation of efficiency, and the needs are related to ensuring that everything runs like clockwork. The five Core Needs are minimized wasted effort, role alignment, outcome delegation, linchpin redundancy, and mastery reputation.

IMPACT. The focus now is on the creation of transformation. This is how our business impacts the world. The five Core Needs are transformation orientation, mission motivation, dream alignment, feedback integrity, and complementary network.

LEGACY. At this highest level, the focus is on the creation of permanence. Ensuring that your business and the impact it delivers will live on after you move on requires that specific needs are met, such as what your long-term vision for your company is and how your business will adapt to changes in your industry, in consumer demand, and in the world. The five Core Needs are community continuance, intentional leadership turn, heart-based promoters, quarterly dynamics, and ongoing adaptation.

The BHN levels do not represent stages in business growth. They are levels of needs. Your business will not climb the hierarchy in a linear fashion but move up and down levels as it progresses. However, you can only concentrate your energy on solving one issue within one level at a time. The golden rule is always to satisfy the most essential need before addressing a need above it.

Find It and Fix It

Let's learn a simple process to navigate the Business Hierarchy

Most of us have sales goals that are purely arbitrary. . . like telling a Little League team they are going to win the Super Bowl by becoming champion drivers at the Indy.

of Needs (BHN) so you can find what to fix next, and a simple method to find a solution so you can fix it and move on.

Any chain is only as strong as its weakest link. No matter what you try, you can't manipulate the process to make a different part of it break. It has a natural weak spot. If you want to strengthen the entirety of the chain you must address its weakest link, which, in the context of your business, is the Vital Need. At any moment, of all the Core Needs that exist within your business there is a single Vital Need that represents the current weakest link. Your job is to find it and then fix it next, before you move on to what emerges as the new Vital Need.

Using the BHN as your checklist, here are the steps to figuring out which Core Need is your Vital Need and the one you must fix next:

STEP 1—Identify: Within each level, check off the Core Needs that your company is adequately meeting to support the level above it. If you aren't adequately meeting a need or don't know, leave it unchecked.

STEP 2—Pinpoint: Evaluate the lowest level that has unchecked Core Needs. So if you have unchecked needs in PROFIT, IMPACT, and LEGACY, work at the lowest level of the three: PROFIT. Of the needs you left unchecked at that level, which one is most crucial at this moment? Circle this as your Vital Need.

STEP 3—Fulfill: Generate measurable solutions for the circled Vital Need. Implement your solutions until the Vital Need is adequately addressed.

STEP 4—Repeat: With the Vital Need fixed, find the next Vital Need by repeating the three steps above. Use this process for the life of your business to navigate through challenges, maximize opportunities, and continually uplevel your business.

You can't grind the business to a halt while you work only on the next Vital Need. Using Fix This Next, we identify the biggest problem that, when fixed, will unleash the most forward momentum for the business. Instead of doing

everything all the time, we will continue to maintain the necessary effort and allocate remaining resources to fully serve the next Vital Need.

Let's now turn to the BHN's five levels and five Core Needs.

Establish Predictable Sales

Most of us have sales goals that are purely arbitrary. We pick a goal of 500,000, or a million, or 500 million out of the air, and then try to rally ourselves and our team to win. It's so random, it is like telling a Little League baseball team that they are going to win the Super Bowl by becoming champion drivers at the Indy. It sounds crazy big, but all it is, is big crazy.

Now let's go over the five Core Needs your company must meet in order to shore up the SALES level on the BHN.

Need #1: Lifestyle Congruence. The majority of business owners have not even considered how much income they need to take home in order to support their lifestyle. This is fast and easy but cannot be skipped.

You need to be clear on the personal income that supports your current level of personal comfort as a starting point. Calculate how much you'll need—how much you'll *really* need. The goal here is to determine the "comfort number," not the "aspiration or dream income." Once you've figured that out, reverse engineer the sales revenue you'll need to consistently support that. The goal is to have the right-size business for you.

Need #2: Prospect Attraction. Do you attract enough quality prospects to support your needed sales? By having a consistent presence in a community of ideal prospects, with a reputation for excellence, you will generate a degree of awareness in prospects, who will seek you out when they require your service or product. Look at any existing clients and identify the best ones. Which clients demonstrate that they value you? Which clients do you enjoy serving?

Need #3: Client Conversion. Do you convert enough of the right prospects into clients to support your needed

sales? Garbage in, garbage out. In other words, the consistency of your input (leads) dictates the quality of your output (conversions). So once you strengthen the leads need, you will be in a better position to bolster conversions. Your business may need to ensure it is attracting quality prospects before focusing efforts on client conversion.

Once you have a strong pipeline of quality prospects, the goal is to achieve a high conversion rate of those prospects, and if it applies to your business model, a high retention rate of those high-quality clients. In essence, you will serve fewer types of clients better by doing fewer things better.

Need #4: Delivering on Commitments. Do you fully deliver on your commitments to your clients? The key to killing it in the delivery phase of the sales agreement is setting expectations and beating them, or resetting them when you fall short. No matter if you can deliver on your promise as expected or you've fallen behind, keep your customer informed of your progress *before* they are compelled to inquire.

Need #5: Collecting on Commitments. Do your clients fully deliver on their commitments to you? A sale is only truly complete once both sides have delivered on the agreed-upon terms, which includes the client paying in full, on time. If your agreement is that the client pays you a certain amount by a certain time, and they are not fulfilling that, you have a sales problem. If you tolerate it, you have become a bank (lender) to your client. If you don't tolerate it, you are managing your sales need properly.

Create Permanent Profit

Profit is the one concept commonly misunderstood by entrepreneurs. Generating profit isn't about making money for your business; it's about taking money from your business. Profit is cold hard cash that the shareholder(s) (the owner or owners of the business) can use for themselves in any way they want, such that using it will not negatively impact the continued healthy operations of the business.

When you master the PROFIT level, you bring fiscal health to your company. You reserve money for profitability, you accumulate cash reserves for emergencies, and you stay within the confines of what you truly can afford.

Here are the five needs your company must meet in order to shore up the PROFIT level on the BHN before you can focus on the next level.

Need #1: Debt Eradication. Do you consistently remove debt rather than accumulate it? Remember this simple rule: When you can't pay your bills, you can't afford your bills. Period. If you are not able to pay your bills without incurring debt, your basic PROFIT-level needs are not being met.

If this is true for your business, the actions to take are two-fold: Cut costs. Increase margins.

Need #2: Margin Health. Do you have healthy profit margins within each of your offerings, and do you continually seek ways to improve them? Your clients want you to be profitable. They want you to back your offering, so that if they have a problem in two weeks, two years, or even two decades, you'll be there to solve it.

The only way to ensure your business will be there to support your clients and to have your head fully in the game is if you are perpetually profitable. When a client invests more money in your offering, they become more vested in the outcome. You should bill what is fair for both your client and you.

Need #3: Transaction Frequency. Do your clients repeatedly buy from you over alternatives? Most entrepreneurs try to go both deep and broad with their offerings. The problem is, you can't be masterful at all things because you can't allocate enough resources, or the best-suited resource, to all of your offerings. The most efficient solution is to reduce the number of offerings and to target a specific customer niche. The lesson is to seek ways to do more business more often with your clients, while never compromising or diluting the quality of work.

Need #4: Profitable Leverage. When debt is used, is it used to generate predictable, increased profitability? If there is a guarantee that taking on debt will result in more profit in a clearly defined time frame, you are positioned to leverage debt. Most businesses, though, don't leverage debt (while they may use that term); they are anchored by it. If debt is used to run the business operations, or to cover cost of goods sold, it is likely an indicator of a debt anchor. Good debt leverage is when one dollar borrowed results in a predictable dollar-plus return, and quickly.

Need #5: Cash Reserves. Does the business have enough cash reserves to cover all expenses for three months or longer? Desperate people do desperate things. That is not a position you want to be in. An adequate reserve of money enables you to navigate unforeseen circumstances with confidence. To allow business operations to continue unabated, or to take advantage of an unexpected oppor-

tunity, your business needs two to six times your average monthly revenue reserved in a vault account.

When you have a mastery reputation, the customer will make extraordinary efforts to find you.

Achieve Organizational Order

ORDER, a basic level in the entrepreneurial hierarchy, requires the improvement and dissemination of systems to achieve predictable outcomes. When you achieve this, the “cancer” that is unchecked growth and expansion is eliminated before it ever has a chance to get a foothold and stealthily kill your business.

When you bring ORDER to your business, you give it autonomy, because the company is no longer dependent on any one individual (including you). It has balance, strength, and fluidity. You are no longer carrying the business on your back, which means your company can continue without you—for a few days, or weeks, or years, or even a lifetime.

Need #1: Minimized Wasted Effort. Do you have an ongoing and working model to reduce bottlenecks, slow-downs, and inefficiencies? Every business is a manufacturer, including yours. You may not manufacture things per se, but we are all creating an experience, a final feeling. And we all go through a sequence of steps to deliver that feeling. Look at the steps you take, see where there is a time pile (where things slow down and the time to complete a task piles up) or bottleneck (inventory or paperwork sits around waiting for someone or something to get to it), and clear it up.

Need #2: Role Alignment. Are people’s roles and responsibilities matched to their talents? Role alignment is about putting the people in positions where they flourish, which allows the company to flourish. It is not about putting people in roles where they don’t fit and keeping them there. It’s like doing a jigsaw puzzle. Your job is to match the piece to where it naturally fits; never jam it in.

Need #3: Outcome Delegation. Are the people closest to the problem empowered to resolve it? Ole Miss (University of Mississippi) has one of the most beautiful campuses in the country. They are known for it, and it’s not by accident. It’s by design. Or better said, it’s by ORDER. In early 2000, Ole Miss realized that while other universities throughout the Southeastern Conference were overloaded with new student applications, they had disproportionately fewer applicants. Sounds like a SALES-level conversion Vital Need, right? It was, but to solve it, they ended up also fixing a Core Need on a different level: ORDER.

As they began to identify what would attract students to Ole Miss, they determined a beautiful campus would bring this benefit. Enter Jeff McManus, the head groundskeeper at Ole Miss, assigned to fix the problem. Instead of scheduling an executive meeting to brainstorm ideas, or Googling what other universities do, the first move he made was to call in the crew. Smart! Always gather the people who are closest to the problem and get their ideas for solutions.

The final analysis was that the campus wasn’t in tip-top shape because the frontline people who beautify the grounds were being ignored. Jeff’s first step was to elevate them. He gave them new uniforms and asked them for their ideas.

By getting efficient at maintenance, they had a shot at killing two birds with one stone: Ole Miss transformed their campus and dramatically improved their number of applicants, posting 18 consecutive years of increasing enrollment, thereby solving their Vital Need in SALES.

Need #4: Linchpin Redundancy. Is your business designed to operate unabated when key employees are not available? The goal is to get you away from doing the work and, instead, designing your business to do the work without you. Knowing the business can’t depend on you will require you to make the business depend on itself. You must have redundancy. It strengthens your business and gives a pathway for everyone to step up. That is the definition of a business that runs like clockwork. And a business that is performing at the highest level of ORDER.

Need #5: Mastery Reputation. Are you known for being the best in your industry at what you do? When it comes to a mastery reputation, it is easy to think of the greats. What makes them great is their devotion to their craft. They do their one thing so well that people are compelled to buy from them, and the fees for their services become less and less relevant. When a client puts value in what you offer, they seek out the master.

Here is the irony: When you have a mastery reputation, the customer will make extraordinary efforts to find you.

First Get, Then Give

After completing your Fix This Next analysis and reviewing the Vital Needs in SALES, PROFIT, and ORDER, you may be having a “Holy crap” moment, realizing that you have a lot of shoring up to do. Take heart. That you have come to this moment is a sign that you are on the right track.

The “Get” and “Give” Levels of the BHN

Just like in your favorite song, the bridge is the connecting piece between the front and back of the melody. With SALES, PROFIT, and ORDER, you have heard the front end. Now we are going to transition to the last stages. But you need to hear this bridge first . . .

Philip Wilson, founder of Ecofiltro, is an energetic person. But he used to be a guy who sat in front of the TV, staring at CNBC, watching stocks. That was before he learned that 80 percent of families in Guatemala do not have clean water.

As Phil explained, to purify their water, people were boiling it, which required them to burn at least three logs a day. The cost was fifteen to twenty dollars a month to boil the water, and most families could not afford that. Phil’s sister had started a nonprofit to help solve the problem, but she couldn’t raise enough money to reach her goals. Phil realized that the scope of the problem could not be fixed with donations, and it surely couldn’t be resolved by focusing on IMPACT alone.

So Phil made Ecofiltro into a social enterprise in which urban sales of water filters finance the distribution of filters to rural areas at an affordable price.

Phil followed the BHN compass to a T, though he would have called it “good business practices.” To make an impact on the water-quality issue in Guatemala, Ecofiltro would first have to shore up the three foundational levels of a business’s needs: SALES, PROFIT, and ORDER. Sales and profit fuel the good work they do, and ensuring ORDER is in place allows them to amplify it to meet a world-changing goal.

Phil said, “I always thought business was about accumulating money. I thought that one day in the distant future, I might become a philanthropist. At that point I would stop trying to get money and start giving money. But Ecofiltro taught me a new truth: Business is about both the getting

and the giving, in synchronicity. You must establish a business where you facilitate growing demand, where you are profitable, and where you are efficient. You must continue to get all these things to be able to give.”

No longer focusing on accumulating more money, Phil’s life and work are now rooted in impact, and he’s still accumulating money at the same pace. Funny how that works, huh?

You were put on this planet to have impact, and that impact is not achieved by sacrificing yourself or your business. This is not a martyrdom game. You must nail the foundation of SALES, PROFIT, and ORDER so that you can then give back to the world through IMPACT.

Evolve from Transaction to Transformation with Impact

At the IMPACT level, your offering is no longer just transactional; it’s transformational. People see the greater good your organization delivers—both in their own world and for the world at large.

With all of your five basic needs at the IMPACT level satisfied, price is a secondary consideration for your clients. They are no longer asking, “Is this the best deal?” They are asking, “How can I be part of this?” Their consideration becomes more about the movement or meaning than merely consumption. At the IMPACT level, you build brand loyalists, ambassadors, and lifelong members, because your company is on a mission for a greater good.

Need #1: Transformation Orientation. Does your business benefit clients through a transformation beyond the transaction? The Lost Kitchen in Freedom, Maine, has eight tables and one seating per night. This means they can serve about 45 customers—for dinner. That’s it. No second or third locations. No breakfast, no lunch, and no Sunday brunch. No happy hour. No line out the door.

Oh, and they are only open nine months out of the year. Only eight tables and one seating, and the Lost Kitchen is a remarkable, if not magical, success. In fact, despite their remote location, theirs is one of the hardest reservations to get in the country.

After losing her diner and her home in a divorce, chef and owner Erin French opened her farm-to-table restaurant with the intention of providing more than a meal for her customers, whom she considers guests. She wanted to

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“Is this all there is?” then you are definitely
ready for IMPACT and LEGACY.

create a dinner-party experience in keeping with the pace, values, and ideals of her community. And she wanted a restaurant that freed her from the typical grind most chefs endured without question.

Shortly after opening the Lost Kitchen, they received international acclaim. French received three coveted James Beard nominations (like the Oscars for chefs) and published her first book.

When we focus on the transformation we want to provide for our clients rather than on the transaction (making a sale), we are truly making an impact on their lives.

Need #2: Mission Motivation. Are all employees (including leadership) motivated more by delivering on the mission than by their individual roles? Once you realize your mission is your song, you and the people who choose to work with you will be able to quickly pick out the melodies that move them. Your mission is your melody. Identify one that connects with your soul, and start singing.

Need #3: Dream Alignment. Are people’s individual dreams aligned with the path of the business’s grand vision? When your employee’s job is designed to align with their personal goals and dreams, they will perform better for you and they will stick around. This is because you are making an impact on their lives that goes beyond a paycheck and health insurance. You are helping them create the lifestyle they want to live and become the person they want to be. You are putting them first, and as a result they put you first.

Need #4: Feedback Integrity. Are your people, clients, and community empowered to give both critical and complimentary feedback? To ensure we are making an impact, we need to hear from the people. We need to hear from our clients, our vendors, our community. We need to hear from our team. Are we delivering on our purpose? Are we staying true to our mission? Are we making an impact on their world? Our world?

Need #5: Complementary Network. Does your business seek to collaborate with vendors (including competitors) who serve the same customer base in order to improve

the customer experience? Amazon embraced their competition in a big way. Rather than try to outprice vendors, they decided to partner with them. Now nearly anyone can have an eCommerce presence on Amazon. Even when a customer chooses a vendor on an Amazon affiliate site over Amazon itself, they win. Amazon gets a percentage of sales, and they are seen as the go-to online store for everything from dental floss to tiny houses.

Spark Your Company’s Forever Legacy

In April 2017, a local teen was walking through a field in Kansas and found a cannonball. An old cannonball. A very old cannonball. Local authorities notified archaeological experts, and it was immediately identified as a conquistador cannonball used in attacks against the indigenous population. What was subsequently found “under” the cannonball was the city of Eztanoas. An entire lost city of Native Americans, hiding away in Kansas.

That is what it will feel like when you experience the two highest levels of the Business Hierarchy of Needs, IMPACT and LEGACY. These levels are the size of a city, compared to the three foundational levels. Because it is at these highest levels that the business and you transform from getting to giving. This is where you have the realization that you are on the planet to contribute in some unique fashion, specific to you.

IMPACT and LEGACY matter but only the day you make a mental shift. If you realize there is something much bigger happening, then you are ready to play all five levels. If right now you are asking “Is this all there is?” then you are definitely ready for IMPACT and LEGACY.

Legacy for a business is all about the business continuing to have impact beyond your active participation. This is when you realize that the business you started and grew and served and did everything within your power to make successful was never really about you. At the LEGACY level of the BHN, the business is linked to the mission and purpose of the organization, not the founder.

Need #1: Community Continuance. Do your clients

fervently defend, support, and help the business? Legacy is not about going public or making billions. Legacy is about intentionally leaving your mark in the way you envision. How do you want to see the world changed, even if your world is simply your community or friends? At the LEGACY level of the BHN, you are defining what you want to leave as your mark, setting up a structure for that to happen, and then making your exit—on your terms.

Need #2: Intentional Leadership Turn. Is there a plan for leadership to transition and stay fresh? Do you have a plan for people to take over leadership when you move on? How will your innovative ideas spread without you? These are the questions you must ask yourself if you are going to fulfill this basic LEGACY need.

Need #3: Heart-based Promoters. Is the organization promoted by individuals inside and outside the organization, without need of direction? Successful brands create a unique community for their clients. These companies, through their actions and what they stand for, are showering their customers with love and affection and belonging. At the end of the day, that is what people really want. And when they get it from a good company, they will shout it from the rooftops, because they are part of something.

Need #4: Quarterly Dynamics. Does your business have a clear vision for its future and dynamically adjust quarterly to make that vision become true? Quarterly dynamics is the simple concept of adjusting to the parameters around your business every 90 days, to most efficiently move toward your objective. Similar to the tacking method used by sailors to capture the wind (energy) around their sailboat, quarterly dynamics is a method to regularly realign all the elements of your business.

Need #5: Ongoing Adaptation. Is the business designed to constantly adapt and improve, including finding ways to better and best itself? Everything that is working for your business now will likely stop working at some point and need to be replaced by something new—a new approach, new technology or equipment, or new roles in your company. Is your business prepared for hard or impossible-to-predict change? You can't leave a legacy if your company dies because it is unprepared for the unexpected.

Imagine taking your power and channeling it in a specific direction instead of jumping back to the same things as yesterday. Imagine the distance you can cover. Imagine what you can discover in your journey.

Now you have the tool that will help you create sustained, healthy growth; the tool that will make it easy for you to figure out exactly which area of your business to focus on first and exactly which problem to fix next. The BHN is the tool, the compass, that makes mastery inevitable—as long as you use it.

IF YOU LIKED THIS SUMMARY, YOU MIGHT ALSO LIKE:

- *Big Enough: Building a Business that Scales with Your Lifestyle* by Lee LeFever
- *Built, Not Born: A Self-Made Billionaire's No-Nonsense Guide for Entrepreneurs* by Tom Golisano, Mike Wicks



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