



How We Raised \$11 Million in 30 Days and Doubled the Size of Our Company

Steve Sanduski: Hey, everybody. Welcome back to On Your Mark, Get Set, Grow! This is the podcast at CEO Coaching International. I am your host, Steve Sanduski. I'm really excited today to have with us Dan Berkon. Dan is the founder and CEO of Culmen International. Culmen is a very fascinating company. The firm works with the US government to collaborate with foreign countries to achieve mutual international security objectives. Dan, welcome to the show.

Dan Berkon: Thanks, Steve. Really glad to be on.

Steve Sanduski: Dan, this is a very timely recording, the podcast that we're doing here, because of the presidential election here in the US. There's been so much talk about terrorism and international security and immigration. Your company, I think, is really in the thick of things there in terms of what you do in that area. Why don't you tell us a little more detail? What is it that your firm does that you found it?

Dan Berkon: Sure. Thanks, Steve. Our firm does two things. One is that we provide technical and management services to the US government that specifically focus on international security programs. We embedded government agencies technical experts in things like weapons of mass destruction, on proliferation or counter-trafficking, and we embed these folks at government agencies so they can work shoulder to shoulder with US government employees and military officers to help the US government to achieve international security objectives in cooperation with foreign partner countries.

The other thing that we do in that regard is we help to, what we called, build partner capacity. We train and equip foreign partner countries: their border guards, their customs agent, their police or military, to be better prepared to collaborate with the US in countering terrorism or countering illicit trafficking of nuclear, chemical and biological weapons as well as narcotics.

Steve Sanduski: Now, someone doesn't just wake up one morning and say, "Hey, I think I'm going to start a company that's going to be involved in weapons of mass destruction and stop illegal people at the border," that sort of thing. How did you start this company? How did you get in to this line of business?

Dan Berkon: Sure. It was really serendipity. I was an international relations major in undergrad in college and I really thought I would spend my career working for the US government, perhaps for the State Department or the Defense Department. When I graduated college, I had two job offers: one with the US government agency and one with the government contractor that had a starting salary that was \$5,000 more. I really didn't know anything about US government contractors and what they did, but I was 23 with a new wife and a young baby, and \$5,000 was a lot of money. I decided to see what this government contracting route was about.

At the time, the company that hired me had been working with the US Navy to help them learn how to defend against Soviet anti-ship cruise missiles. The Soviet Union had just broken apart at that point, and the Navy was starting to generate interest in acquiring real Soviet anti-ship cruise missiles to test against. This company was looking for someone that knew a little something about Russia and wanted to help on this program. I'd spent a month in the Soviet Union under Gorbachev when I was a student, and so I was brought into this company and I spent the early '90s traipsing around Russian missile plants, learning how their cruise missiles function, their propulsion systems and guiding systems, and what ships they deployed upon. I would develop these reports and bring that back to the Navy who would decide if they wanted to try to acquire certain varieties of weapons. I would help to generate projects between the Russians and United States that were cooperative defense projects.

In the mid-'90s, the US and the Russians, and actually all of the nuclear inheritor states of the Soviet Union started working a joint program to dismantle the former Soviet nuclear arsenal. It was a Defense Department program, and they were looking for companies that had some understanding of the Russian military industrial complex. I happen to because I had been working on that earlier in the naval missile program. I was in the right place at the right time to start to get involved in what we call weapons of mass destruction non-proliferation or nuclear disarmament. That's how I got on that career path.

After spending several years as a government contractor, I really fell in love with the notion that I could pursue two passions as a government contractor: my passion for international relations and helping the US government in United States and our international security, and also my passion for entrepreneurship and being able to build and grow a company. This field of government contracting became a great fit for me and allowed me to do what

I loved. I worked about 11 years, I guess, in the first company and then ultimately decided I wanted to have a company that I could take a little different direction, and so I founded Culmen 12 years ago.

Steve Sanduski: Did you actually get a major in Russian in college to learn the language or did you learn it while you were spending time over there?

Dan Berkon: Now, my major was international relations. I did take Russian in college. I actually lived in Germany in college. German was really my second language and Russian was my third language. To be honest, I'm not the most gifted linguist in my company. My Russian's fairly rudimentary still. We have some real gifted linguists in the company who are indeed bilingual and carry a lot of a load of that interpretation and translation that we do. I try to speak enough to be able to be polite in social and business settings.

Steve Sanduski: You mentioned while you were over there in Russia, you have some joint US-Russian Soviet programs where you were learning more about their nuclear capabilities. I can't imagine in this day and age with Putin that we would be having those types of bilateral communications, or are we?

Dan Berkon: No. Unfortunately, none at the moment, which is really too bad. We had really strong relations with the Russians particularly from the 2000 to 2008 time frame. Cooperation was great between the US and the Russians and we got a lot of good work done together on these non-proliferation programs. Unfortunately, most of those programs have stopped with Russia. The good news is we accomplished the objectives of those programs. Largely by 2008, there were certainly other things we wanted to do together in the years that followed, but as relationships worsened, those programs unfortunately got eliminated, in large part by the Russians and their no longer having interest in working with the US on those programs right now.

Steve Sanduski: You spent about 11 years with the contractor and then you decided that you wanted to start your own company. How did you go from being an employee contractor at this other company to actually launching Culmen International? What were some of the early things that you did? Because today you've got a thriving business, 80 employees, about \$50 million in revenue. How did you make that first step in the very beginning?

Dan Berkon: Sure. Of course, I think like any entrepreneur, the first step was to get buy-in from my wife. I mean it was a pretty big step and I certainly had a comfortable job at the company that I was at before. To be honest, I got increasingly disheartened where I was before. The founder and I were at different stages in our careers and he really wanted a lifestyle business and I wanted to build and grow something.

When I started Culmen, to be honest, the first few years of the company's existence, I did a lot of direct customer support and services delivery. I

worked on-site at US government agencies, traveled back and forth to really didn't have the overhead budget for me to be just an executive that sat at the company's headquarters. We managed when we started the company to secure some roles for the few of us that were the founding employees of the company, if you will, and we really just did business development and company operations on evenings and weekends.

In that first year, we managed to book \$9 million of work in 9 months which allowed us to start to build a team and get the company up and running. I backed out of doing the direct client support probably 3 ½, 4 years after I started the company. That's when we got enough critical mass that I thought we could afford to have me be an indirect employee and really focus on building and growing the company.

Steve Sanduski: You said in the first 9 months of company's existence, you booked about 9 million in business, and that was just doing business development on nights and weekends?

Dan Berkon: Yes, it was. Yes.

Steve Sanduski: How do you do that? I think a lot of people listening to this would give their right arm to do that.

Dan Berkon: Right. One of the good things about government contracting is that they'll oftentimes compete work for a 2 or 3 year period. They also have work that's set aside fortunately different categories of business. At the time, as a startup, we were considered a small business, and the government has work they have set aside for only small businesses to compete for. In our early years, we started out competing only for small business set asides, which meant that we were generally competing for companies that had a 3-year average annual revenue of less than \$7 million and it was a fairly level playing field.

We went and looked for opportunities that we thought we could really execute effectively. We bid the same 5 people over and over because that's all we had in the company, but we managed to win that work. We also were able to go to some of the clients that we had supported previously and some Ministry partners with whom we had worked, and to be able to get some work from those folks who wanted to have some continued support in the areas that we had been working together on before. That's really what helped us to get the company off the ground.

Steve Sanduski: You said you started with 5 people. Was it you and then you brought 4 along with you? Did those people come from your previous company or how did you find your founding colleagues?

Dan Berkon: Sure. To start, it was just myself and one other. The day that I left my first

company and started Culmen, I had one loyal employee that left the company the same day and they decided that she was going to throw her name in the hat with me and believe in what I was trying to do. She really put it all at risk to leave that same day and come with me. We were the first 2 employees of the company. Within the first 6 months, we managed to bring over 4 other of our core team of employees from that other company one by one until we got the band back together in the new company. Then we were able to start building from new hires from there.

The first few months was really about trying to keep that core team of people that we really work well together from the last company, and bring them in once we knew we had work for them to do. Ethically, I didn't want to try to convince a bunch of people to leave the last company before I knew I had some meaningful work for them to do for a long enough period of time that it wasn't an exceedingly risky proposition. As soon as we had new contracts won, they were the first people that we reached out to.

Steve Sanduski: Great. I think you said after maybe 3 years or so, you started to make the transition from being a person who's actually delivering the work to being the person who is the CEO leader managing the company. Tell me a little bit more about that transition. How did you know when it was time for you to really focus as the ... I mean you've always been the executive leader of the company, but when you decided, "Okay, I really need to do this full-time because the company is of a big enough size." How did you know it was time to do that and how did you make that transition? How did it work with your other employees?

Dan Berkon: Sure. It was a hard transition for me to make, probably, first and foremost, because I loved doing the work. This was my passion. I was able to travel to different countries and do this really what I would find to be interesting work, and I loved doing it. That was hard for me to pull back from doing the day-to-day support, but it got to the point where I was increasingly ineffective at trying to do all of it. That's when I realized that if I really wanted to get this company to the next level and if I wanted to be fair to my employees and ensure that they had a company that was going to endure, then I needed to really focus on the health and future of the company.

It became a lot easier than I thought it was going to be because I quickly realized that I could bring in people that were much smarter than me to really do the client support and the service delivery. Frankly, they did a much better job at it than I did. I quickly became at peace with that decision because I saw our customers were still being well-taken care of and our support was still as effective, if not more so, than when I was doing it. That made it a lot easier. Then I got to really focus on building my leadership team and mentoring that team, and really starting to set the strategic vision for the company as to where we were going to go.

Steve Sanduski: You just mentioned, "Hey, I really enjoyed actually delivering the service." Did you ever think, "Hmm, maybe I'll hire a CEO and let them be the executive manager while I'm still the founder and the main guy," but that would free you up to do more of the high level work of the business? Did you ever give that any consideration?

Dan Berkon: I really didn't. I probably should have because I probably wasn't the most qualified guy to be CEO, to be very honest. I really didn't think of that. It mattered a lot to me to create the kind of company that I would have wanted to have been a part of. That meant setting the right culture, building it with the right team, going after meaningful missions, really pursuing our values. For me, I was the only person that I felt could really do that in a way that I was going to be satisfied with and that was going to really achieve what I was trying to accomplish. I didn't consider bringing somebody in.

I started out when I came back from the client support side of being the only overhead employee in the company, and it took me some time to start to build out where I actually had a professional VP for Business Development and a CFO and start to bring in those skill sets. As I did that, I realized that I really did need professionals in those disciplines. I was a fine dual-headed CFO when we were a smaller company, but as we got bigger, I really needed a professional CFO that was going to bring skills and experience beyond mine to fill those roles. I think I started back-filling myself at the executive level in those different disciplines as we got big enough to be able to afford those special executives in those roles.

Steve Sanduski: As you went about filling those executive roles, were you real clear on, "Okay, I'm the CEO. I'm the first overhead guy. Now, for my next senior position, I need to hire this and then my second senior position is that and then my third senior position is this other thing." Did you have a defined path on what the order was of who you were going to hire to fill out your leadership team? Looking back, the route that you did it, do you think that was the best way, or, in hindsight, would you have actually hired them in a different order?

Dan Berkon: Yeah, that's a great question. I had a little bit of an idea. I had read this book called The E-Myth. In E-Myth, they say, "Make an organization chart of what your company looks like and what it should look like, but put yourself in every box where you're currently doing that role. Then as you can start to afford to hire more staff, replace yourself from the bottom up. Start to replace yourself from the lowest level that you're performing up to the highest level.

I really went about it from that approach. To be honest, the first overhead employee I had besides myself was an office manager just because I was still doing all of the administration in that. That was a huge impact on the company itself. The employees all realize that I stunk at all the administration and having an office manager was great. The second person was really the person for proposals in business development because that was the next role

that I felt like I needed to free myself from in order to focus on other things. I went from business development to finance, and then from finance, to program management. I only just recently, this year, is the first year I hired a president and COO because I was wearing the President, CEO and COO hats up until then. It's still a work in progress and still trying to evolve and bring in the right personnel and the right talent as we can afford to do so.

Steve Sanduski: In terms of how the company is structured, I think you mentioned early on that at your company, a lot of your employees are actually embedded with different departments of the government, and maybe stationed all over the world. First of all, is that correct in how you're allotting your staff work?

Dan Berkon: That is correct, yes. Most of our employees are embedded at government agencies, but we do have a small footprint in 11 different countries, and so I have employees in the US and 11 countries.

Steve Sanduski: How do you manage that? You've got people in far flung places all over the world. How do you, as the CEO and leader, how do you manage that and create a culture that is one by design as opposed to one by default?

Dan Berkon: Yeah. It's a real challenge that we work on constantly. I think even domestically, while I might have employees that work only 5 or 10 miles from our corporate headquarters, if every day they show up to work at my client's site and they work there for a number of years, we struggle with ensuring that our employees feel their identity and their belonging to our company as opposed to belonging to the client's agency. We really work at trying to reach out to our employees that are outside of our company headquarters, be they elsewhere in Washington, D.C., or if they're in Bangkok, Thailand, and trying to ensure they feel like they're a part of something bigger.

Some of the most important employees in our company are the operations team here that's really the frontline and providing support to our employees in the field and helping to answer their questions and to get them what they need and to provide our company events and our company newsletter, and the things that we do to try to help our employees feel connected and not disconnected from us as an entity. Building culture in a company that's really spread out like that is a challenge. I think overseas, we've had the best success when we've deployed overseas some of our top-performing, most loyal employees that we had working with us here.

Now, they're carrying that culture out there with them. That's been really effective for us. When we hired people to just put them overseas to begin with, they didn't have the chance to really learn who we were and what we were about before they deployed, and that was a harder relationship to manage. Now, we've reached the point where we can actually take our great folks and give them these opportunities to go overseas and spend a few years in a different environment and they carry that torch with them and it helps us

to stay connected a lot better.

I personally do still travel over to see our employees overseas as do my program managers. Our employees overseas do come back to company headquarters typically a couple of times a year. We try to have those personal connections to and that combination of activity helps us to keep a pretty strong culture and pretty tight knit group of employees.

Steve Sanduski: Yeah, I think that's a really important point. One of the points you made there was having employees work "in the home office" for an initial period of time just so that they get to know people, that they understand the culture, that they feel part of the organization before you actually send them out on an assignment that is out of the office. I found that to be really helpful as well. In this day and age, a lot of companies will have remote employees and if they are hired, they, one, as a remote employee and they stay a remote employee, it's really hard for them to feel attached to the organization because they just never had that initialization with the culture. I think that's a good lesson learned there.

Dan Berkon: Yup, exactly right. Yup, it sure is. Then sometimes we'll do the opposite. One time we had an urgent transaction that we had to do in Mongolia. I asked the young man in my accounting department to jump on a plane at that night to go to Mongolia to take care of this transaction for us and to come back. I don't think he'd ever been out of the US and Mongolia isn't always the easiest first for a destination to go to. He came back after a few days of this excursion in Mongolia, and he had a much different appreciation for what our overseas employees are going through living overseas. He felt incredibly disconnected. He felt a little bit left to his own devices. He had his credit card shut down for fraud alert and he didn't have enough money with him.

By the time he came back from that trip, he had a whole new appreciation for what it's like to be overseas. Frankly, how lonely that can be and the importance of making sure our employees feel like they have a support network back home. That's really what we are in this office is we're here to provide the support to our employees that are out there really doing the hard work.

Steve Sanduski: Yeah. You've talked a moment ago about one of your challenges this year as we've been discussing how do you deal with these employees that are remote, what's another challenge that you find in your job as the CEO of the company and founder of the company?

Dan: I think for us probably some of our biggest moments of stress have been around cash flow. We happen to be in a business that's very capital-intensive. A lot of our work involves procuring equipment and moving it around the world. That requires us to front the costs of that. We don't get paid by the government until after the whole thing is done. That's always been capital intensive, but occasionally ... And once about a year and a half ago, 2 years ago, we made a really big play to grow the company with a new program. Lo and behold, it worked. We won a new program that actually doubled the size of the company in a year, but required significant increases in cash flow.

To be honest, we didn't really expect we were going to have the luck that we did in bringing that business in. We were caught a little bit flat-footed when it came to finding the cash that we really needed to execute. At one point, we had 30 days to find 11 million dollars, or we were going to have a contract terminated for default. Those are the kind of things that really get you to focus on what needs to get done.

I certainly, I relied on my coach, Mark Moses at CEO Coaching International. I relied on my YPO network, and I relied on my management team to really focus on the solutions that we could target to get the cash that we needed to execute. We managed to do it. We got the cash we needed. We executed the program. It took the company to a whole new level. But I'll tell you, we were sweating it there for a while.

Steve: Yeah, yeah. Well, that's a great story. You learned obviously you got to pay attention to the cash. What specifically do you do as a result of that? Are you looking at your cash balance on a daily basis, or on a weekly basis? Do you have certain cash flow reports that you monitor? What new things have you put in place as a result of that experience where you had to come up with 11 million dollars in 30 days?

Dan: Right, I think to be honest, the things that we're doing is we're trying to mitigate the risk involved with the work that we do so that it's easier for us to get cash from some of the more traditional sources of financing. A lot of the work that we do, we're in locations that people have never heard of, dealing with commodities that they are not comfortable with. It's not the kind of thing that a lot of bankers jump up and down to go finance. We try to find ways that we can mitigate risk so that when we are presenting opportunities to financial institutions, they feel like it's a safe bet, and they feel like it's the kind of thing they can support, they can get past their board.

An example being we have a lot of equipment manufactured overseas. It's sensitive equipment manufactured in strange places. What we've been able to do is find insurance companies that will actually insure the deposits that we make to these foreign manufacturers. We have to give them working capital to produce the goods for us. We get insurance on those deposits, so if

our suppliers should default, go out of business, not produce what they were supposed to, and don't return our money, the insurance company then is able to step up and help to get us those deposits back. When we put those types of layers of protection in place, then the financial folks are a lot more comfortable being able to give us access to a line of credit to provide that working capital to our foreign partners.

Steve Sanduski: Dan, you mentioned you spent 11 years working for another company then you decided you really wanted to be an entrepreneur. You started your own company. What are some of the main lessons that you learned over the years of your business career?

Dan Berkon: I think one of the biggest ones is that having the right team is everything. I think we found that requirements evolve and we found that if funding can change from day-to-day and the government programs that we support, rules change, but if you have the right team in place, then we can work through all of those and still manage to succeed. I can't emphasize enough that if we have people that are smart, that have great attitudes and are passionate about what we do, we can accomplish just about anything.

We've really focused on trying to build a team made up of people with those three attributes. I think we've done that effectively. With that team, I'm quite certain we can get through anything, and we have. We've overcome some real challenges. It's all been because we've had the right team in place. If I were to say-

Steve Sanduski: Let me ask you something along those lines there, Dan. I recently had a chance to hear Malcolm Gladwell speak. One of the points that he was trying to make was that we basically have a society where we have strong performers and then we have average or weak performers. He was trying to make the argument that in society and in the business world, that in order for our society, our economy to be better or for companies to be better, that rather than trying to hire a bunch of superstars, he was trying to argue that your company would be better off if you took your average employee and made them a little bit better. He equated it with some sports analogy.

He said, like in basketball, he used the Chicago Bulls as an example back in the 1990s. He had 5 guys starting on the team. He had Michael Jordan. He had Scottie Pippen, and for part of that he had Dennis Rodman. He said two or three star players on a basketball team and you'll win NBA championships. Then he said in soccer, the best player on your team or the best player in the league, if he was on your team, that would not ensure that you're going to be a winning soccer team. That he said the studies have shown that, in soccer, the best teams have the best average player across their whole starting team.

It's a long-winded way of asking, from your standpoint, from your experience as a business leader, do you try and focus on making sure that every person

and every position is "as much of a superstar as possible" or do you say, "Hey, I know I need to have a few superstars, but for my company to really prosper, I need to make sure that my "average" employee is actually a little bit above average and not have one or two weak links on the team? Does that make sense?

Dan Berkon: Sure. Sure, no, it's a terrific question. Yeah, I like to think that we're in the business of cultivating superstars. We really try to attract superstars but at different points in their career. We might be attracting an employee that's just graduated from a master's program and hasn't worked beyond an internship or two that they've had in the past. We might be recruiting somebody that's retiring as a colonel after 30 years of service in the military. In all cases though, for us to really feel good about that hiring decision, those candidates have to bring the 3 things that we really care about in our employees which is they've got to be smart, they've got to have great attitudes, and they have to be passionate about what we do.

They don't necessarily have to be experts at everything that we do, because we believe that we can train them to learn our business and they'll bring their own set of experiences and we can help mentor them into the roles that they're going to play here so long as they have those 3 things. Without those 3 things, I think we've had a 100% rate of success when employees bring those 3 things and failure when they don't. In our business where we're having our employees embedded at government sites, and so sometimes our customer's only engagement with our company is through that entry-level employee, if you will, or that mid-level analyst that we might have on-site.

That's how they judge our company is by their exposure to those couple of people. If those people aren't smart with great attitudes and a lot of passion about what we do, that's going to immediately reflect on the company. We try to always bring people in with those 3 attributes. Granted, we'll train them to evolve into the roles that we have them play. The employees we have that have been with us for a long time, they're not in the same roles today that they were when they started, and in some cases, they're in radically different roles. They could accomplish that because they brought to us 3 things: they were smart, they had great attitudes, they were passionate about what we did. With those 3 attributes, they can succeed at any role in this company. We really try not to compromise on that no matter what level we're recruiting at.

Steve Sanduski: Good. Yeah, that's a great explanation there. Also, as you've had a lot of experience, again, working for someone else and now having your own company, what has surprised you the most? Is there something where you thought, "Hmm, I thought things would work this way, but my experience has shown that it's totally opposite of that"? What has surprised you?

Dan Berkon: I think that not everybody shares the same values with regard to how they treat their customers, how they treat their employees, how they treat their

business partners or the industry partners, and I think that was very surprising to me as I started out in business. I guess I felt like everybody wanted the best for their employees or everybody wanted their customers to succeed, everybody wanted to be fair to their industry partners. That's definitely not the case. There're s a lot of great companies out there and there's a lot that aren't.

We've learned the hard way, when we're vetting new industry partners, to really focus on values and how they treat their customers, how they treat their employees and their relationships with other companies in their space because that's really critical for successful relationships in our industry. It's a hard business and one of the things you really need to endure is trust and collaboration and fairness. It was surprising to me that not everybody shares those same values. We've really worked at trying to identify those partners that do and do as much as we can together with them.

Steve: Okay, great. Let me just ask you a handful of rapid fire questions here as we get ready to wrap up. The first one is who has had the greatest impact on you as a leader?

Dan: I'd probably say my parents. Both of my parents were terrific role models to me, not only as parents but as leaders in their professions. Not because they had advanced degrees, or great training, but they really relied on their own intuition, their work ethic, and the way they treated people to really rise to leadership positions in their own professions. I learned a lot from that, watching them growing up, and really admired that. For me as a leader, those are the traits that I've really drawn on, I think for my success, as opposed to the other tools or degrees or training that I have received. It's really what my parents demonstrated that I go back to the most.

Steve: What's 1 or 2 things that they demonstrated for you that you look back and say, "That's something that I've really tried to model."

Dan: One of them is perseverance. Both my folks, they would never give up despite the odds. That's something that's really served me well as well. I think that in a lot of times, we've been confronted with situations where most smart people would have just given up; but we just don't. I found that if we persevere, if we keep trying new approaches when one thing's not working and the next thing isn't working, eventually we're going to find the right solution and we're going to break through. We're going to get to the next level. That perseverance is probably one that is really gotten us through the toughest times.

Steve: Okay. How about a business book? What's one of your favorite books you've been reading?

Dan: Well, I really like 'Make Big Happen' by Mark Moses. Great book, and have

gotten a lot out of that. Right now, I'm reading a Elon Musk biography by Ashley Vance, ... and love books about leaders that are currently in the middle of their track, and just hearing about how they got to where they are, what they think about some of the challenges they've faced and overcome. Always find that inspiring and exciting.

Steve: Okay. How about a behavior that you think helps leaders grow? A daily or a weekly behavior that you have tried to implement that you think is helped lead to your success.

Dan: It might sound rudimentary, but I would say talk to your people. I find that as my company grew, and I had to get focused a lot more on working on the business, not in the business, one of the downsides of that is you get further removed from your people. I had to really start to deliberately get back involved ... to sitting with my folks because whether it's issues with my employees, issues with our management, or challenges with our customers, our employees have all the information. If we just allow ourselves to talk with them and hear what they have to say, and to understand their observations and ideas ... I found that our greatest successes, and frankly, the way we've averted most disasters is by listening to our people and really exposing ourselves to them, and not getting locked away, or focused on the minutia that we lose touch with the people that really are the lifeblood to the company.

Steve: Dan, thank you. I think that's a great place to wrap up today's episode. I really appreciate your time. You've built a fabulous company, a very interesting and unique company that is helping protect our country. Thank you for all that you and your folks do there. I really appreciate you being on the show.

Dan: Thanks for having me on. The company is a work in progress, but we love what we do and the team we do it with. Thanks for giving us the chance to talk.

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