

BOC S3E21 Creating & Living the Lifestyle You Desire as a Commercial Cleaning Business Owner with Ken Carfagno

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Tim Clagg: Welcome to the Business of Cleaning podcast, your number one source of information on the commercial cleaning industry. We release new episodes monthly live from the janitorial manager studio located in Toledo, Ohio. I'm Tim Clagg, the marketing communication specialist here at Double a Solutions, and your host of the Business of Cleaning Podcast. Today we're talking with the owner and founder of C Three Commercial Cleaning and the founder of Smart Cleaning School, Ken Carfagno. Ken, you've been in the cleaning business since 2005, after taking a leap of faith and making a career change from the engineering field into the industry. Welcome aboard the show, Ken.

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Ken Carfagno: Thank you so much, Tim, it is a pleasure to be here, I am so excited. I hope this goes on for a long time because I have so much, I want to share. So, let's do it. Let's do it.

00:52

Tim Clagg: You were working over 100 hours a week, and your life really changed during a lunch in of somebody you looked up to. You wanted to have that same similar career path, but one phrase in that lunch-in stuck with you and changed your life forever. And it was, "If you want to have my job and live my life, you're going to have to give up your personal life and sell out to the company." That was the final red flag for you to create change.

01:29

Ken Carfagno: That was one of the significant turning points in my life. I remember that so clearly. It's a situation where I was an engineer for General Electric on the Edison engineering development program. So this is, it's very solid after it's hard to get into a very small percentage of college grads get accepted into this leadership program, they put you through two years of intense leadership training, they put you into rotations, where you go around different components of the business so that they can essentially pick from those trainees. There are leadership trainees to put into the fast track for the upper management of the E band. So, because of that, I got in, which was a miracle. I mean, I pursued it, I got it. But once I was in day one hit the ground. We were having our annual board of directors meeting,

and you are one of the assigned to be a welcoming kind of greeting for the board. So, here's the pictures and the names of all the board of directors, and we had to memorize all the pictures, all the names, and practice them like kind of cue cards. And it's like you still kind of stressful because I'm 23 first job out of college, I'm like, I'm about to meet the whole board of directors of the company. I'm working for them. I'm gonna be a career guy and then in the midst of all the taller people, the shorter Jack Welch comes through the crowd, who's a legend in the industry, Jack Welch to GE. And he's like, "Hey, Ken, Jack it is nice to meet you."

02:56

Tim Clagg: Whoa, well, intimidation factor!

02:59

Ken Carfagno: Man, take your coat and hang it. And that was where I started. I got in these really small, high-profile, high-caliber rooms early on. absolute blessing. I'm so thankful that I had that ability. And the guy that I was chasing after, Mr. E, an engineering director of hundreds and hundreds of people at the GE branch I was at. He is very intimidating. Very intimidating. You can't just get it out when you want to say anything. He's talking about all of the major things coming in. This is in 2001 as a reference. So, this is right before 911, and it was before all these things transpired. He was a visionary. He said, here's what's coming down the pike, wind solar, like oh, cool, that that you're actually going to make some a fan spin up above the water it's going to make electricity like yep. So, in all of this proclaiming and visionary stuff, okay, let's open up for questions. We asked all of our corporate questions like the ones that make us look good to kind of put us in the right place to make the next move. And then one of my peers, I don't even know which one it was. I'm so thankful. He said, Mr. E. like, this sounds awesome. Can you tell me what your personal life is like, pin drop in that place. This is the reaction and I'll never forget this. I'm not sure if this is going to be shown on video, in this particular interview, so watch my posture. He's like this. And then he goes, here's the question. He goes.

04:37

Tim Clagg: Oh, just sinks down.

04:40

Ken Carfagno: And he says, and full credit to him. I'm very thankful that he said this. He says, "If you want my job, you won't have a personal life." This is down in South Carolina. "I live here in Greenville, South Carolina. My wife lives in Atlanta, two hours away." And I'm wanting to get married, I think we'll probably dig into more my story, but I was at a pivotal point. And right there that deflated the entire balloon of me wanting to be that next GE executive and I was looking for a way out. So, yeah, you brought up a pretty significant milestone right off the bat that changed the direction of my entire career.

05:22

Tim Clagg: And then you still lasted for four more years. At this point, you alluded to it, you're in this state, the city, just yourself, your wife, as you said, living two and a half hours away. New opportunity for a young kid out of college, mentally, where were you at during this time? Because two hours doesn't seem like a lot, but when you're committing yourself to goodness gracious, so many hours? How soon

did that kind of catch up with you, where you were just mentally and physically worn down and maybe even started at that time to get a little depressed?

06:02

Ken Carfagno: It's a really interesting question. I probably have to give this a little bit of legs, a little bit of background, too. So, part of what you said at the beginning was, I lasted that's probably a good way to put it. I endured, I lasted, and I stopped showing up after that point. But let me back it up. So, we made this move. I met my wife at the beach in Seattle City, New Jersey, in 1998. This first job was in 2000. And we're going to get married, I was just a little late, it took me a long time, had some indecision, which I reinforced still.

06:41

Tim Clagg: I get that too with my wife. I completely understand we're on the same page.

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Ken Carfagno: Three and a half years to make up my mind. I knew I just didn't do the dean. But so we moved to South Carolina together. I wasn't a Christian at that point, I would have done it differently had I made a decision in this state. We moved to South Carolina together. So it's her and I, boyfriend and girlfriend, and we're living down there. As you said, I was just churning. I was burning, churning, and burning. I was doing everything I was all in. And the reason why it was 100 hours, is because this leadership program I was in if anyone has been associated with any of the GE leadership programs, they'll be like, you've got a full-time job, that you're rotating through different components of the company every six months. So you have to constantly relearn a new job, you've got to be quick on your feet and learn the job. And they're like, "Oh, here's one of those leadership guys." And they make it harder for you to because you're one of those. I'm just out of college and treated like you're something. And that's how they did it.

Tim Clagg: Like a prodigy.

Ken Carfagno: Yeah, exactly. And so that's that right? There was a 40-hour full-time week. Full-time, you're brand new, I'm probably 60 to 70 hours right there, just on the day job, get there like 7:00/730, and I finish up around six o'clock. Then we have something called the A-course. The leadership program had the A course, the B course, and the C course. Essentially, the A course I think it was six credits towards your master's in engineering. And it was all done. Engineering homework assignments, week by week from experts within GE on different types of things, you actually have to use your engineering background, and we're doing coursework for the whole first year. The second year turned out to be the B course, which was leadership at GE's Croton Ville Center, I got two of those, which is renowned for leadership training. And then the third C course is completing the master's degree all while you're working like crazy. So, my A course for that first year, they basically set it up where if you don't like it, you drop out. We had people drop out, they didn't make it. It's tough. You're talking about finishing up work at six. Forget dinner, you find something to eat, we meet up for class, I forget exactly what time it was, maybe it was a class at 630, let's say. And then we did a full class, we just sit there and take notes. Then there's the assignment, they assign you into groups of four, and for the next five,

six days, you're working on this heavily detailed assignment and project together with your team from six o'clock, whatever the time was till probably one or two in the morning.

Tim Clagg: Burning the midnight oil.

Ken Carfagno: That was five nights a week. And then at the weekend, we had to get together on Saturdays and Sundays maybe we'd have time to watch the football games and try and catch up. That's where the 100 hours came in. It was a lot. But yeah, I'm getting home super late. And I never saw my now wife, Teresa. We just never saw each other. So, I was a hard worker. So, to your question. I was a very hard worker, and I was ultra-committed. This is the path I wanted. So, I was willing to sell out I was 23, I was young, and I was ready. I was burning myself out, but I didn't realize it. After completing the A course, which was around May or June, I started in July of 2000. By the following May, I think we finished the A course. And then we had like a month's break. We did the B course, we traveled to New York and did the training, but in that space, that was too early in the summer of 2001. That's where I finally got to like, oh, wow, I'm in Greenville, South Carolina it's really nice here. Looks good of a town, there's a cool ice cream place called the Marble Slab where they roll their own ice cream. They've got this miniature Italian village that ends like the city's modeled, they get these waterfalls and family would visit us and we had this great summer. At the end of the summer, we went on this epic vacation to the Fiji Islands where we got to go scuba diving across from the border, where the movie Castaway was shot, and in between point A and point B, I just mentioned is when I went to that lunch and learned with Mr. E. I was already kind of chillin', in that summer enjoying, I know the next fall is going to be crazy again. I got a year left of rotations, then I heard Mr. E. Fiji is incredible, I love the freedom and the traveling, and I want to do more of this, but how am I going to do that with GE. Two weeks after we got back 911 happened, and it messes up everything. In my heart, I'm like I'm living 12 hours away from my family, I don't want to be this far away. The danger really scared everyone. And then maybe two or three weeks later, I watch for the first time my favorite movie of all time. It's called The Family Man with Nicolas Cage. So that's my favorite. Those three things would happen, it's like a dagger to my heart. When I heard that if you want to work here, you will have won't personal life. That took out my dream and removed my ambition from it. I basically started punching a clock and showing up, and praying to God that I would find a better thing in my life. I didn't know if it was going to be something different than GE or something better. I stopped showing up. I don't recommend doing it, I basically quit, and it took them four years to fire me. I don't recommend doing things that I did. But that's what happened. I was burnt out, and it was a really tough stage. When my heart was in it, I was all in, and I didn't care how much I slept. When that summer came, I caught up on sleep. I didn't even mention that I was taking my GRE that summer too. So, I didn't give myself a total break. I will go a lot further with that, but I wanted to answer at least part of that question.

13:07

Tim Clagg: Change comes at us pretty fast in life. Ken, you were experiencing a colossal shift in change. In 2005. You had an 11-month-old son. Debt had started to climb up to upwards of I believe \$160,000. You had just lost your job, you mentioned getting fired from GE. How were you dealing with all of these changes at that time? Because you're still a young guy. You've got your wife. And how resourceful, how did this kind of strengthen you guys together?

13:45

Ken Carfagno: Yeah, I'm 28 at this point, and we got married. We left Greenville in the summer of 2002, and we moved to Schenectady, New York, primarily because I was done with my rotational programming in Greenville. And I was coming off the leadership program, to move into that track but my heart was gone. I didn't care. I'm just like, I'm with GE I got a job. I got benefits. We had just started. After the whole 911 thing. A few months later that led to some significant events and I'm getting to your question. But in early 2002, I proposed to my girlfriend, and I took her back to where we met on the beach. She said yes, obviously and thankfully, and not long after that within a few weeks. I re-met one of my best friends from college while I was in Greenville who happened to be in the same city after being at Penn State together. At that point, he was part of the Amway Quixtar business and he's like, you should check out this speaker, he's 30 years old, financially independent he hasn't and I'm like, sounds good. I'd love to listen to a guy that's 30 and financially independent that's what I'd love to be, I don't want to be at GE anymore. I was checked out. So I went to the presentation, and I'm like, Oh man, sign me in, we both got any Quixtar Amway. And that was a great journey, taught us the beginnings of how to become an entrepreneur and the business mindset. We did that for quite a while, and not long after that, through an Amway Quixtar Convention, we actually met Jesus, and we received Jesus. Me and my wife together, it was amazing. It completely changed our life. And then we're like, boom, within a month after that, we're like, we're leaving. We're going back to Schenectady, New York, which is not the Philadelphia area, where we're from, it's not where our family is. But 12 hours compared to 4 is much better. And I said, Honey, I promise you, we'll just be here for two years so that we can get back to Philadelphia, two years ended up being 16. But that also comes back to your question, I was there from 2002 in New York, through 2005. We were building three part-time companies. We'll get to the cleaning one, I'm sure. We were doing Amway, we had done a little bridal company, selling wedding albums, books, and gown preservation trying to connect and build great relationships in the wedding industry. That had been our business, we were looking, and the entrepreneur of spirit came alive. I was looking for something, we joined and just worked at it. And GE took it backseat for sure. Where we were at that point was, we were accumulating debt because she was finishing up school. That's where some of that debt came in, private school for her, I still had some leftover that just kept climbing, and we made some very poor financial decisions. We got like \$167,000 in debt, we owed 35 Different people/businesses and debt collectors. It was very stressful, and then going into work on October 30th 2005, thankfully, just 3 months after starting a cleaning business, my wife started the business. Going to work, October 30th 2005, my career, everything I'd worked for GE was always the thing, they were going to keep me forever. So, I said that on the side, I could do the things I want to do so I could get out on my own terms. That didn't work out, because that day I was tapped on the shoulder. I had performance reviews prior to this that said, "Ken you suck. Ken you still suck. Ken you really, really suck." I'm like, Oh, I'm doing fine here. I was just so oblivious. I was so optimistic just blinders on, when we get out of this job on my own terms. I went, you're out. I remember how I felt, I left for lunch after that meeting. They wanted me to think about it, which was on Friday, came back on Monday to meet again, and how they want to proceed, there were some options to resign or whatever. I did negotiate a nice leaving package, which helped me a lot, but I sat in the parking lot of GE and then I went over to Wendy's, which is down the road. I just couldn't even process like waves and waves of like comprehension and restarting. Everything had been taken from me, like is this real or is it not real? I ended up not telling my wife about this for a week. I remember speaking with my mentors in the Amway business. Like, this is what just happened. I should have told my wife right

away, but I was scared to tell her that I'm not going to make it as a man now. I just lost my job, and we make nothing, all these part-time businesses don't make any money. They make like 500 bucks total, that's not going to pay the bills. So that put me in a very hard position, and I was very depressed. I went from ultra-optimistic to reality set in so quickly, that it was extremely tough. I didn't sleep well, I didn't tell my wife for a week, thankfully we're faith people. I'm deeply in prayer looking for help. It was six months later that I told my family. That was a really challenging time and knowing that here I was in that Wendy's parking lot. Sitting there and here are the thoughts I'm having, everything I just worked for, all those years of Penn State, all those years of high school preparing for that. There are years of leadership. All that stuff, 10 years of my life, it's gone and what do I have to show for. We had barely any money in the bank, I had 10,000 bucks, a 401k that I built up, and stock options but they're worth nothing. Basically, you lose them once you get fired. So here I was with like 10,000 bucks, which would end up being our living expenses for the first year because we made less than \$18,000, our first year in the cleaning business. We have \$170,000 in debt, I have no income, I have no medical insurance, and I've got a wife that stays home, she's not working, a brand new 11-month-old baby, that they all look up to me as a hero, and I'm a total failure. That's how I felt in that Wendy's parking lot that day. I'm not sure where you want to go from there. You're hitting some big ones right off the bat, man, you're making me relive this.

21:21

Tim Clagg: You mentioned Ken, your wife had started the cleaning business, and it came through conversation at that time with your apartment complex manager, who was having some issues and your wife had a great idea that this is something we can do. Your apartment complex manager at that time was your first referral, and it led to vendor status with Coldwell Banker. And you guys started to see some business start to roll in. You mentioned \$18,000, the first year in that business. Was there a time during the first couple of years you thought, we're pouring our souls into this, maybe this isn't the answer. Still not what we're looking for, what pushed you and your wife through that that helped carry you into the next few years? Because after that moment, it seems like that's when really things kind of started to turn around for you.

22:29

Ken Carfagno: [Laughs]

Our faith there's no question. With our firm foundation of faith in Jesus, we would have been totally toast. I wanted to quit every single day, I did not want to be like here's a feeling of total embarrassment. I have a highly educated mechanical engineering degree, almost finished up with a master's in mechanical engineering been through the top profile with proper leadership from GE. And now I'm cleaning houses and cleaning people's toilets. I show up with the estimate, with my Carfagno cleaning back then. I'm the business guy, and it's a guy that I used to work with GE like, oh my gosh. It's not like I'm the business, I'm the owner but I'm also the cleaner. Like, yeah, I'm doing all this professional stuff, but I'll be the one personally coming into your house and cleaning your toilet for you. That right there was a humbling experience. So, we weren't making any money, the first year we made \$30,000 in revenue, the second year 60, and the third year maybe 61. In that first year, our profit was like I said, \$18,000 I don't know how we paid the rent, like no idea. It was a miracle. The rent was paid. And there was food, and when our car got reposed in 2006, and we just made an event come here family, let's look out the window. Let's wave goodbye to the car. Bye Honda Accord. You look good from the back,

we'll see you again sometime. Right? Like, and it's just fun. You tried to make it fun and made an experience out of it. We knew we'd have a great testimony to share one day. I wanted to just quit all the time. I was still part of the Amway business, and I had great mentors there, and they were teaching me good firm, business owner mindset, grilling me grilling me grilling me. And I relied on that, like I call like I want to quit. Why don't you try this? They were helping me with the cleaning business too. Like "have you tried this?" Yeah, I'll do that. And they said, if you don't get to this kind of point, like if you don't start seeing some progress, then you probably want to go back to engineering and try something else. I tried reapplying and I tried doing some interviews in engineering. Not the right fit and it just didn't look good on my resume when I have all this stuff. And then it says cleaning business \$30,000 of revenue. Like what the heck is this? That I left my last job? Why would you leave GE? Well, you're not going to make it here. So that didn't make it. So now you are to the point you're asking now, I remember 2000 I'm gonna go to 2008 because that's where it turned around. From 2005 Working our bums off, my wife mostly, and then the introduction happened. The apartment property manager is just coming over to walk around the courtyard. My wife's out there with the baby. And he just looks up as Oh, hi, Teresa. And he's like, Oh, Hi, Brad. How are you doing? And he's like, uhm like, what's wrong Brad? He goes, "The cleaners again." And they weren't doing a good job at the apartment complex. And he's like, Teresa, do you clean? She says, no, my husband does. And Brad says, if you set up a cleaning business if you want some extra money, we'll give you all the apartments to clean for some extra money. And she's like, alright! She got some insurance over it at State Farm I think, went on eBay, and got a backpack. No, no, she used our vacuum, our stuff and she put the baby on her back and she's cleaning.

Tim Clagg: Turned it into a workout.

Ken Carfagno: Yeah, yeah. Then she got me to help her and then I got fired. That same property, that same landlord, property manager passed on the card, actually to his boyfriend of all things. He was a real estate agent at Coldwell Banker, and I got a call from Coldwell Banker. When I'm deep in depression in late November. I'm losing the job and I'm like out of here. I arranged to negotiate with stay on from the end of October through the end of the year, basically showing up part-time hours with full-time pay. They hooked me up for that time to help my family. But I was like looking for jobs, I was trying to get the business going. I got a call late in November from Coldwell Banker. Hey, your information just happened to come across our desk. We keep three preferred vendors for cleaners when you have 750 agents that look for cleaning help. We have two and the third one just got sick and can't do it anymore. Would you be interested in an interview?

27:10

Tim Clagg: Yes, absolutely.

27:12

Ken Carfagno: That was February of 2006. And I got in with Coldwell Banker. They beat me up bad. Like they taught me how to clean those people taught me how to clean. Those realtors taught me how to do what I call presentation cleaning, how to prepare a property to look amazing for a showing or to sell the house and I learned how to clean through that. I did window cleaning, carpet cleaning, and I did apartment cleaning and house cleaning. I did everything, whatever someone was giving me because I

needed the money. I got my desire back and I got that work ethic back that I mentioned in the early parts of GE. And so, I was doing the work but making no money. So, the frustration would set in even though the numbers looked awful, I was still excited. And I was listening daily to something positive. That was still part of the Amway Quixtar business. So, they had CDs you can listen to that would be positive mindset. I was reading books all the time for positive mindset, equate that to today's world. I'm listening to audiobooks and podcasts while I'm cleaning to keep my mind fresh. And that kept me positive to get through the tough times. And I had some really good Christian radio stations certain songs really hit me and motivated me to get through one more day. But it was in 2008 when Coach Herb, who is from the Amway business, very successful. Here's what he said to me, on a coaching call. He's looking at me as I'm growing. I'm bringing on employees, like five part-time employees, and I'm like, I'm going but Herb I'm not making any money. And he looks at me and he says, "based on your numbers, you can't afford employees." Well, okay, so what do I do? He says, "I'm a simple guy from Kentucky, you're either going to grow fast enough to give them work. Or you're going to get rid of the employees and start over and build a real business and grow it to the point where you have enough work for you and then get 25% more than you can handle and hire someone part-time and bring them up to stay up to speed. And one by one build a team." I'm like, that makes sense. Are you listening, Ken? I have an episode, this coaching call, I recorded it and I put it on my podcast, it's called you can't afford employees in the smart cleaning school. So, if you listen to this, you want to hear Herb rip Ken it's real, it's recorded there. And so, after that, I went back to solo cleaning. That's where I finally went from the red to the black. Because we were doing \$5000 a month maybe, a couple of months we did like \$7000 like wow, this is great, but we're keeping like \$1500. Then we had that first month solo, we did like \$4000 or \$5000 kept like \$3000. Doubled our income overnight, cleared our bills, and were able to pay our minimum payments. And that's when we started to get a little traction, that's the point when we knew it was going to work if I was going to keep working on it. The main question was how do we sustain? It is our faith. It was our faith and having those books and podcasts coming in. Feeling the positive mindset because it was tough.

30:31

Tim Clagg: So, at this point, you guys have had your breakthrough, you're starting to make some money. But then again, you realize I'm still putting in 60-70 plus hours, 80 hours. Not being able to spend the important time, what I'm talking about is with your family. When was it that you kind of had that epiphany moment, okay, we're making money. But I'm just worn out and I'm missing things, the kids are starting to get to that age where I don't want to miss things that you couldn't continue down this path. What hypothesis did you come to?

31:13

Ken Carfagno: Great question for an engineer, what hypothesis did you come to Mr. Edison? I'm going to keep it pretty simple. Actually, when I was working as an engineer for 100 hours, it was slightly physical, highly mental, and emotional. But when you're cleaning houses, six, sometimes seven days a week, and apartment complexes, and you're going 60, 70, 80 hours of cleaning, physically cleaning. Now you add a physical component and so 60, 70, hours, so anyone out there listening that's like new in business, and you're cleaning by yourself, you're hustling, and you relate to this next statement, you know what I'm talking about. But when you are cleaning 50, 60, 70, hours a week, the hope of a future is like, "Oh, I could never get out of this." Because those 60 hours of physical, mental, and emotional,

felt like 110. When I was just sitting at a desk doing mental and emotional because that physical component was really tough. I was burning out big time, and at this point, we're in 2000 moving fast forward, probably around 2012 and 2013. We're making I'll share some numbers; we are making like \$60,000 to \$70,000 in profit and \$65,000 in profit, but it's taking me 5-6 half days a week to do. And this is 2013, so I've got to see my son, so that puts him at nine. So, 9-6-3 We had three kids. I'm not seeing my kids, I just want to be a dad, that trip to Fiji, I want to travel, I want to do stuff with my family. I don't want to miss this time. And I'm burnt out I get home Daddy! Daddy! Daddy needs to sit down. And I did my best. I couldn't sustain that, and I needed a way out. I knew scaling was going to be a solution at some point. But I was afraid of it because I failed so miserably the first time. And so, I'm looking for another path. And the breakthrough came in 2014, I met a new best friend, his name is Vincent Puglisi. He is the founder of Total Life Freedom, he's written multiple books that are though he won't say they are bestsellers, but he does very well. He's built a mastermind community that I'm a part of outside of cleaning. We met at a Dave Ramsey, Seth Godin, Gary Vaynerchuk conference in New York City chance encounter we meet and after that, we built up a friendship and he's in sports, photography, and journalism. Incredible. Like on the court, NBA Finals, Stanley Cup, Super Bowls, big-time stuff. He was doing super cool, and I sold the lifestyle he had as a solo photographer. I'm talking to him in October like yeah, he does weddings, too. I got this one more wedding to do, and then my next one's in April. Oh, that's cool, what are you doing now in April? "I'm gonna travel." What do you mean, you're off? What do you mean, you're off? Like, it just blew my mind. He had this level of freedom, and I started asking him. Together we started masterminding, and I started applying some principles that he had done, but also and I had worked with him. And it was Hmm, he has figured out a way to be a solo operator in a photography business where he could create a six-figure income, basically eight months out of the year, seven months out of the year. And it's like Saturdays and a couple of days of editing. Could I, this is in one of my podcasts. Don't say "I can't" change your words to "How can I?" How can I do something similar? I'm an engineer, can I optimize the business that I have? Vincent's information, and then all that GE stuff came into play, I start, pulling my numbers, I start tracking everything, I start looking at the potential, I start figuring out, like on the walks with my wife, "Hey, what if we did this, this and this and this?" and I could shrink down a day of work here, I could shrink a week or a day over here. Over the next trial and error of losing customers gaining customers getting higher paying clients getting faster by using so my engineering toolbox, I knew like the 80/20 rule, learning how to incorporate that and taking my average clean from like three and a half hours down to down to two and a half. And taking my average customer doing houses before I switch over to commercial, my average house is from \$140 to almost \$200. That change allowed us to go from five to six days a week, and like \$50,000 to \$60,000 in profit, to two days a week and the same profit. So, it took a couple of years, by late 2015, and into 2016, I would say that as a solo cleaner, we had made it because now I'm making more income than the income, we were making full-time, when I had a job. Because of all the deductions and everything is actually way better. And I'm chilling with my family, I switched the weekends around. I went from two-day weekends, in which I barely had a GE now I have five-day weekends. And I could start working on building a platform. And I wrote a book during that time. I started the smart cleaning school and podcasts and stuff at that time. And then it goes from there. But that the question you asked about what kind of the breakthrough was, it was Vincent seeing someone else that had done optimizing a business that didn't that they didn't have to hire people. I'm like, I'm super interested in a process where I don't have to hire anyone right now and still get the goal, which was time.

37:06

Tim Clagg: We're talking with the owner and founder of C Three Commercial Cleaning and the founder of the Smart Cleaning School, Ken Carfagno. Ken, a recent study revealed that the average American family right now in 2023, only has \$2,000, in the bank, let's discuss the discipline that it takes. Because there's a lot of things, you know, obviously one of the things that I enjoy with my family is being able to go out to dinner, right? Everybody likes to do that night out, mom or dad doesn't have to cook, the determination, and then the success that it took you to be able to eliminate that and be able to focus on going on those vacations. Or I know you guys go to Florida for a whole month. So, discuss the mental focus and discipline that it takes.

38:05

Ken Carfagno: In 2008, you make it sound so good and so easy, right? Is anyone listening out there? Give my prop right now to do Dave Ramsey's program, he helped us a ton. He helped us a ton, not personally, and not one-on-one. In 2008, before we had the breakthrough. I'm cleaning by myself, and I had like to start turning a profit. Like, we are still screwed. The numbers here are all red. So, you'd be like all this debt, like \$160,000 in debt when 167, all these credit debtors, and go to our church, I'm hoping they're going to give me some money like, can you help us? And I met with a guy, and he didn't give us money. He said, "Here's a book, bring your information, let me see your finances." He did some financial coaching with me. Here's a book, Dave Ramsey Total Money Makeover. He handed me the book. He said, "Start reading this book, and when you finish it, come back and we'll do the next meeting." I said, alright. And he gave me a \$50 gas card. Like, thank you very much. So that helped a little bit. I ate that book.

39:26

Tim Clagg: I was just gonna ask how fast you ran through it.

39:28

Ken Carfagno: Dude! I got a fork and a plate, and I ate that book. I tore through that book, got my highlighters got my pen marker on like, this is so stinking simple. I complicate too much. This is so simple. I got a plan and that was what I think would be a good blueprint for anyone that's struggling with anything. Get a why, get a dream. This case was simple. I wanted to be debt free. I listened to the Dave Ramsey show I heard people were debt free. I heard the debt-free screams I wanted that I had the why, you need the plan. I now had a plan. This goes for a janitorial company, you need the why, then you need a plan, then you need the hustle. You better get out there and go get it done. Don't just talk a big game. Right? NATO, no action, talk only I learned that in Amway. Don't be NATO. So there are three steps. And then there's some feedback loop too, evaluate, track and evaluate and analyze. And I know janitorial manager, you have all the tools and stuff to help companies do that. But that's where I was, the dream was debt free. And that when I get excited about a dream, I go after it. And we're like, we're going to kill this in the next couple of years. Dot dot dot 13 years later, consistently every single month doing the budget meeting with my wife, figuring out how to shortcut some stuff and save money. Whenever we got to the food budget was when the inevitable argument was going to happen. What do you mean, you need \$500 for food? I don't need that. Do you remember ramen noodles from college?

Tim Clagg: Absolutely!

Ken Carfagno: Seriously. And then it's like, but we have kids, they eat too. They don't need to eat. Just give them your milk still, then she's like "He's 12, no." But you know, it's like you couldn't do that stuff. And so, we had to budget, and we learned how to be unified in the money. And at the end of the budget meeting, just like Dave Ramsey would teach us like, I don't follow Dave as much now. But like, they would say, basically give every dollar an assignment, like, alright, we'll give it an assignment. And we were able to assign the beginning before we actually executed a budget month, which we knew was coming in because I was a recurring house cleaner. I knew how much was coming in, I knew my numbers, so you plug those in, I knew how much tax you're going to be. I was an engineer who had these spreadsheets galore. It was just crazy. But I would take the every dollar thing like, we have \$500 that we're able to scrounge this how this is gonna go to debt, that's our seed toward debt, we have no savings, nothing, it was to debt each month, 300 bucks, 500 bucks and just fueled month by month, couple months, we had 2000 We could put toward it. A couple of months, we had a couple, \$3000 and \$4000 a month. And then as we got closer to the end, we ended up paying off our debt in 2020. So, 2008 2007, whatever, 13 years to pay off \$167,000 no mortgage, it was like credit card \$50,000 in like credit card, medical, legal, all kinds of stuff there. The repossession, and then there's college debt. So, it all added up and it wiped us out. And we still managed through all that time to stay positive. And to do some things as a family. Like we didn't, we took I remember, I had these two customers that paid cash. And I was able to like just kind of able to take the cash and put it in a drawer. I still pay the sales tax to the foreigners. I didn't do anything illegally. But I put the cash in the drawer like I got paid 100 bills to put the cash in the drawer because we wanted to go to Disney bad. And in 2012, we'd saved up \$5,000 from our \$100 in cash. And there it is, there's Disney, we paid cash for Disney, and I budgeted every single item to be able to pull that trip off. And we got to do it. And we wanted to spend time and do traveling with our family, but it was tough. Those years, like to your point, anyone out there struggling with debt knows what this is like, if you're just looking at each month, you're barely making it. And like how can I even scrounge up anything? You do what you do and get the hustle on. You will get there. You start with little pieces; Dave Ramsey says the baby steps. So, we took baby steps, and we did it. When we start getting \$50, you pay off a couple of debts, smaller ones, and you can roll the money from then we're paying debt two, and roll it into the third one, roll the third of the fourth, and it picks up steam. It takes some, it takes people shorter than us. But yet we still did it. And we were fueled the whole way. So, it was a tough journey. And we were building our business the whole time. And we had child number four and five within that time too. And we were still living up in upstate New York and I had not fulfilled my promise of bringing her back to Philadelphia yet.

44:30

Tim Clagg: Perseverance pays off. Ken, for a long time in your cleaning career you were focusing and involved in the residential side of things. You alluded to it a little bit earlier in this interview. What allowed you to kind of make that pivot and also now in the last several years focus on getting into the commercial side of the industry for you?

44:51

Ken Carfagno: So, we took that first solo cleaning business. That's what it was, in 2018 I see sold an optimized solo cleaning business the same way that I teach it now to help someone develop that. I was

working two days a week making \$60,000 profit. And I sold it for \$80,000, which was really amazing. I found the right person to sell it to, helped them train them in it, and never did cleaning before. He took it on, he was able to quit his full-time job in a matter of months after taking that business because already optimized to show up and just do a great job. And so, we moved back to the Philadelphia area. And I was already doing some stuff online, podcasts are starting soon, and courses. And I really wanted to be all in on coaching and consulting cleaning companies and building memberships and helping people do what you're doing, you know, over there, and that's what I wanted. But I was also kind of fooling myself because we weren't making that much money doing it. And who am I? I'm a cleaner. So, in that mastermind mentioned, I'm a part of I went to a Gatlinburg retreat with Tila freedom. And they're like, dude, you need to get back in gear. And I had a few new clients, and I did take on a couple I took, I took a vet hospital and another office close by. And I wasn't doing any houses. Yeah, I just had the two and I was just extra money. And at that, at that retreat, it's like you taught people how to optimize a silver cleaning business, or you teach people that you've done it once you're in a new town, you need money. Go do a second one and optimize the second time, but this time, why don't you start the podcasts you've been talking about doing and report twice a week, how you're doing on the business and show them that you can actually do it, don't just talk about it. No action talk only. And so I'm like. Okay, I'm gonna do it. And that's it started out the solo cleaning school podcast eventually switched over but the first 150 episodes is going from two offices, no houses, upwards of that we got up to 17-18 clients that 50% houses 50% offices, and revenue. And we are back to \$70,000 a year profit. And I'm cleaning two days a week. It took me 18 months. It's on the podcast how I did it. Yeah. And here I am like, Oh, this is pretty sweet. So I just lost track of what the question was. Let me come back to the question. What was it again? Because I want to finish up this thought, Oh, commercial cleaning? Yeah. Okay. Thank you.

47:29

Ken Carfagno: Here's, so here I am. It's, it's 2020 March. Some things happen that month in March 2020. And I got 50% in house, but it was also offices. I'm also running groups. And I'm seeing the industry because I'm out there watching. I watched many house cleaning companies lose 50 to 90% of their business during COVID. And I saw, and I saw a lot of my friends in commercial cleaning. That doubled. Yeah, they grew. And I'm like, and our own business. This says Carfagno cleaning work, Carfagno commercial cleaning in the Philadelphia area, the Indian Valley of Pennsylvania. So it's C three. And when you mentioned earlier C three commercial cleaning, it's actually Carfagno commercial cleaning associates, the C three experienced C three team. So I sell on my own, in their own business, we have a mixture of both, all the houses are like, we don't need you for a little while. And one actually paid us half to not show up, like, cool. And then but all the offices, only one paused us. The others all kept us and two of them actually increased some of what they needed. And so it turned out, we still lost, we still went down and revenue. But if it wasn't for the commercial, we would have been I mean, it would have been tough. Now, since then residence was comeback, commercial has everything's taken off. So we're back to where we were. It taught me something. So a couple of things I thought about is that an anomaly is that if something else happened, would residence will get wiped out again. And so my residence or friends listen to this, like no can that's, well, the way I perceived it at that time. I'm thinking I walked through this and the commercial was strong. And then I had some preferences building up. You know what? I like being home during the day, I'm cleaning at night offices, nights, and weekends. That's cool. I'm home during the day with my wife we homeschool kids, so why not just go

clean on weekends, we can do our family trips during the week I'm home all week. And we can go places, go to the beach and all the people all the crazy people that cause traffic there at work. We're not once we work on the weekends when they're out doing their stuff. Not a bad deal. So commercial sounded good in that aspect. And then I did this kind of analysis, the engineering in me and it's a nine box thing where I put it on a kind of in boxes, all the things I was doing and Which ones are low profit, low drama. Which ones are when there's none of the others to this, this simple for four bucks version, little profit, low drama, low profit, high drama, high profit, high drama, high-profit low drama and I ended up putting the housecleaning under high profit, high drama and the commercial cleaning I put in high profit, low drama. And so because of that and the other things I mentioned, I want to do commercial and then just then to solidify the rest of it. A friend of mine in the industry, if you haven't had him on the show and grab them name is Josh Melton. And he's my coach. He's been coaching me and commercial cleaning, he runs Athens cleaning company, obviously out of Athens, Georgia. And he blew my mind. I brought him on my podcast as a friend and just want to interview him to see what his vision was. The episode was called the cleaning road to Nineveh. Okay, so on that interview, Josh Melton laid it out what he does in his model, and it was the first time I ever heard a business model that I could believe in that I could scale. I said, Josh, would you coach me? Would you help me? Absolutely. And that model was it cemented it for me all those factors I said, and then the model of I'm a professional, the GE guy. And I find other GE guys or other professionals, accountants, paralegals, bank managers, bank tellers, people in customer service, office managers that have really great professional day jobs, but they could use some extra money to pay off maybe some Dave Ramsey kind of baby steps, they want to get a debt, they want to go on some vacation, they need some extra bucks, like 500 bucks extra month would really help them out. And they could come work in the same settings they work in, they could clean because that's the type of buildings we go for. They could clean those exact same types of buildings, part-time after they finished their day, nights, or weekends. I'm like, I can do that. And once I bought in, that's when the potential of Florida for a month started. And since that moment, 2021 we've been able to go to Florida twice for a month, and each time. It's Yeah, it's amazing. And it serves as a milestone like year to year. First time in Florida. It was duct tape and glue holding a business together that we could go to Florida. And this time we had a supervisor in place was a few more team members this past February. And I told my wife I told my code Coach Josh, I said you know what, if the things that happen that kind of screwed up while we're gone this time customer complaints, couple employees getting sick, and she couldn't show up. If that had happened the previous year, we would have ditched Florida and had to drive home. And so thankfully, we were able to like take the Get rid of the tape and make it more solid. And now we're going back to Florida again next February. And it's like okay, we're in a sprint basically 11-month sprints to get the business to now we're going to double the business and double the number of teams, add another layer of management. So, we're just like growing state Florida trip to Florida trip right now. But with the intention, and this is very important. A lot of people in the commercial cleaning, in any in the cleaning industry in general, I've talked, I've interviewed both I've talked to many. There's such a heavy focus on revenue revenues go after revenue, revenue, nothing wrong with going after revenue. It's important, like, let's get the seven figures, let's get eight figures. I want to get there, I want to get to seven figures. I'm more concerned about lifestyle. I've always been interested in time, freedom for my family, and I have that. Now we need to make more money, and so as we grow into a business, going from solo to now a team, you know, that profit went like that. And so we're building a team now and looking to get back to where you can make 100,000 a year we're not there yet, and then go from there. So we got a time freedom so now I'm building to a level to increase our income and not

lose the time freedom we have. I don't want to lose timetime freedom. I don't want to lose the traveling. That's the way we're looking at it from like, from Florida to Florida building it with lifestyle in mind.

54:28

Tim Clagg: And there's nothing more important than creating memories. Those are things you know, talking about revenue. You can't ever replace memories you can't put a price on it. And you know, that's something that I learned from a young age like you heavily invested in my family. So, I completely, completely understand how that same mindset as you I want to focus on the smart cleaning school. Yeah, I mean, this is something that really took off. And you started the podcast, you mentioned it, then you were able to include Josh and other successful people in the industry, I want to go a little in-depth with the lessons. I mean, I printed off your syllabus. And I was like, holy cow! I need to simplify that! Over 60 lessons in depth for people who want to make this their reality and it is their goal. The process you went through and came up with is revolutionary, and groundbreaking for the industry, for people to have an opportunity to reach their goals, just like you have.

55:37

Ken Carfagno: Well, thank you, first off, that's humbling, I really appreciate that you took the time. And this whole interview, I mean, big, big shout out to you, Tim, I mean, you, you have just incredible research. And you're the first one that's gone and listened to as many of my podcasts dug into my story, and has sent me an outline, essentially, of my life story and type of questions you might ask. So I do have a little bit of prep on the types of questions. But I'm just so amazed at the level of research you put in I mean, your attention to detail and your attention to the to building this craft the art of the craft you're doing. It's impressive. I've been I've been I've been in this realm now podcasting for a while, and you're crushing it like you made me feel special, but putting as much effort into learning about me and to pull up a 60 lesson syllabus and look at it. Let me let me kind of bundle it all together. Because I've been I've been like searching for the clarity of what I'm doing exactly. So I'm doing this, I'm doing that I'm doing the interview. And here's what it boils down to. Here's the smart cleaning school list. It is a place for newer cleaning business owners, whether they're side gig hustling, residential or commercial, and that they're still kind of job minded. They have a mentality that's not fully washed in business owners mindset. They need a place to learn business, pricing, leadership, hiring, the things they need to build a company. And I will teach them how to start out and get the mindset to grow. So I personally coach, the solos, the newbies in the solos to start and to optimize. And the kind of the tagline of the of the solo elite loose has the ACO model course that you just referenced is essentially solo cleaners. Would you like to earn \$50,000 A year profit. Profit on under 20 hours per week cleaning without employees or subcontractors? Would you like that people like yeah, that sounds amazing. Couple days a week, under 20 hours a week. That's what my ISO model teaches them, I'll come back to that. But then I in a bigger sense in one of the last lessons in that syllabus once wants to teach someone how to optimize their solo business, there's three paths they can go and this is where the so this is where my podcast also is huge is that you can either, you got an optimized solo cleaning business, you love it, you can stay a solo cleaner. That's so number one, you can sell your solo cleaning business I've done number one, at number two, I was looking at a 14 years, you can sell or you can scale, stay sell scale, I've done all three. But when you start from when you start from making 50,60 70,000 profit by yourself, you can afford the inertia and the momentum it's going to require to really go and invest into the tools, the software's the employees, the insurances and the legal to go and scale a company. So I see a lot of

companies that are trying to scale so soon, they're not making any money. And they go, bomb out. And so I want to get into that place. And that's why the SmartCleaning school is now an ambassador for the industry, residential and commercial. And I'm bringing on the best and the brightest of influencers. And I want to dig into the not how would you build your business? What you've been doing with me. I do with them. I dig into people's stories and their history and their childhood. What makes them tick and bring these people's stories to the industry and let them relate to them. Let them see how human these people really are. And that helps me to promote them. Hey, you don't your pass a little cleaning. I need this Ken, we'll you need this person. Listen to this podcast. You need this person. And so now I can be a promoter like Don King in a sense, right from the 80's. Yes! I can kick people out and say you don't need to be a solo cleaning anymore. You need to be here. So that's what the smart cleaning school is. If the podcast is at the center, then the newsletter, the blog, the social media, and then the people that I need me specifically for coaching. That's the solo elite. And I think you're asking about that the 60, syllabus 60 course thing, or modules. I do need to simplify it because it's a few years old. But essentially, here's what this is. The three steps to that question I asked, Would you like to earn \$50,000 per year profit, working less than 20 hours per week without employees or subs? Would you like that? Yes, check that box, no, well, I'm not for you go somewhere else. And I can kick you like Don King and tell you where to go, fine. But if you want that, there's three steps. ISO model, initialize, stabilize, before you can optimize. Initialize, you can think of it like a table with legs, you got to get to build some legs, you got to build some legs and put some legs up there that's initialized, you got to learn what the heck you doing with a sponge and how to clean how to run a vacuum cleaner. Some basics of cleaning, you gotta know, he learned some business owners mindset from the podcast, you need that that's initializing a company, being and getting legit, getting legit, stop cleaning, for like your Aunt Sally down the street and putting your stuff up in the laundromat or whatever and selling your services for less than half of what they should be. And you have no insurance like stop that! stop using your private bank account for your business expenses, like become a real business. And so these kinds of things your initialize and get in get your first couple clients. I have some metrics and some KPIs I use along here. But then the second thing is like build the platform, build the table. Now that it goes on those legs, you're building something that's strong, it's it can be supported, stabilizes, do the things you're doing, do them all better, and go hustle until your recurring profit is greater than your family's budget needs per month that the family needs 6000 a month to live off of to not be in be homeless, whatever, go create 6000 in profit, I don't care if you don't raise your prices, I don't care if you don't get good get great prices. Or if you take forever, I don't care if you're working six, seven days a week, just go get it done. That builds the foundation to play the optimizers game, which is my favorite. That's what that's what the ACO model is. And the optimizers game is, hey, you're working your butt off, you're frustrated. You're making, you're making, say 50,000 A year 60,000. But you're whatever. But now we look at the numbers. And now we start messing with the business. And we start going through so my optimizers tools to take your schedule and shrink it and take your average client and increase in value in price. And so that's one option they want to or some say, I still want to I still want to work five days. And so Ken you made 5060 on two days a week, can I pull that scales, you could also be a solopreneur making 140,000 a year making working six days a week, you can absolutely do that. But that physical toll, I don't recommend it because it'll wipe you out. So find your balance. So, but that's what the ISO model is. And that's where kind of smart cleaning fits in. I am a huge promoter of all the coaching programs that are out there in our industry, of all the tools and software. I'm positioning the smart cleaning school to be an entry point to all the new people to go get educated for free. And then let me

be the funnel to push them into the right the right place. And if they want to optimize a solo cleaning business, join my solo elite membership. That's the place where you're gonna learn that as a model and get access to that course.

1:03:55

Tim Clagg: So Ken, I gotta ask when somebody does complete the entire program. Is there a graduation ceremony, a virtual ceremony where you get that diploma? I have to know.

1:04:08

Ken Carfagno: I actually saw that question. I'm like, should I be really like, sounds like I have all have it all together and say, oh, yeah, we have these nine steps like, so the answer is no. I don't have like a special graduation. But I will say that of those that I have interviewed on my podcast, a few that have succeeded. And I mean, the number one interview that I had was the one off my first episodes, and it was with Andrea McCoy. And she actually is the number one most downloaded, downloaded. of my 45 interviews that's the most downloaded. And she's a solo cleaner that had optimized and I had a few that I interviewed to have done that. So when they graduate, probably the thing is to interview them, put them on the podcast, and let them brag.

1:04:58

Tim Clagg: Absolutely. Yeah. I don't want to take up any more of your time. I've just got one more question. I thought something on one of your most recent episodes, really caught my eye. And I know it's something that I think listeners are going to want to hear. You mentioned a great slogan. You said, be a pirate, not a pioneer. So many people right now in the industry are stressed spending so much time trying to reinvent the wheel. Instead of taking a piece of treasure here and there from other people in the industry, don't try to duplicate something, you know, it? It's simpler to focus on what is working. Instead of, well, I could do it this way.

1:05:48

Ken Carfagno: So, in all of that, what's kind of the question to it? Like, what was my thought process there?

1:05:53

Tim Clagg: Just the how you came up with that how people can apply it and not stress about it, because everybody of course, wants to come up with their own great idea.

1:06:08

Ken Carfagno: Okay, yeah. So, this is going to go back to let me take you to a conference I went to back in the end of March, cleaning and cocktails, with Michael Brown, Ricky Regalado, sorry, got all mixed up there. I was like blown away when they asked me to be the MC of that conference on the, on the MC.

1:06:31

Tim Clagg: Yeah, I saw some of the clips on social media and very impressive, my friend. Thank you so much.

1:06:35

Ken Carfagno: While I was there, I'm at my first-ever commercial cleaning conference. I've never met people from the industry outside of a few friends I had. And the new friend I met, his name is Brian Kaminski. And I put this in the podcast. He's legacy cleaning out of Twin Cities in Minnesota. And I'm talking to Brian afterward. He's like, Hey, you did a great job MCing. Thank you. So what's your takeaway? And he says, Actually, last night, one of the speakers Tara WAG, and she's MSNW out of Washington, big company, and she's very active on LinkedIn. And she shared something simple. She's like, here's my, here's my secrets of success. copy, copy, copy, duplicate others. And Brian, instead of me, my big takeaway. He says, what's what Terrell said the night before. It's, uh, you know, be a pirate, not a pioneer. Yeah. Like I said, Brian, was, um, this isn't mine. Like I told I stole it from Brian. Maybe he stole from someone else. And I'm like, I replied, What? Explain that. I said, By the way, you have a podcast episode in the making right now, as you explain this. He says, Think like a pirate, copy, copy, copy, go and steal successful stuff. Don't pioneer you can pioneer stuff. That's like, we're entrepreneurs, you can't stop that. But why recreate a wheel and a half, two. And it took me back to my early entrepreneur days in Amway. And they built that whole model successfully because of the franchising prototype model. And the way that a franchise works, and I heard the heard this early on in my entrepreneurial career was a company like McDonald's. They are the prototype franchise, and they're the most successful of all time. When I first learned about this early on, there were like 40,000 stores at that point, I don't know what they have now. And they have each franchise owner has access to a system that they have to copy, or they won't be successful, copy it, or fail. So copy, and then they have a distribution company to get all the same exact supplies from every franchise that looks exactly the same, the same supplies, the same training, and we built their model the same way. And I understood early on, if I want to be successful in this type of business, I need to find the model and copy the successful model. So when I heard that, at that conference, I'm like, Yeah, well, Doug, I've known that for years. But then when Brian repackaged it into the pirate pioneer, I'm like, podcasts. Childhood people. Yeah. So how do people approach this? I mean, whatever your personality, whatever your band, whatever your desire to be creative in your entrepreneur, in your cleaning company. Absolutely. Go do those things. But I would highly recommend, as you're building your strategy, to go find the strategy that already works. There's already been pioneers that have done the work, if you want to build like at that conference, I was that, like Ricky had built an eight-figure company. Many people there had built seven, eight figure companies, some of them as big as \$50 million. I'm like, Whoa, maybe I would like to have lunch, grab a grab something grab a coffee weren't willing those guys and say, How did you do it? And copy successful patterns, the successful copy other successful so don't be the pioneer that thinks I'm going to create my own seven figure cleaning business without Learning from anyone else, like That's dumb. So that'd be my advice. And then use your creativity to put your own flair into it and find your own little subtleties. And then you take the things you pioneer within the working frameworks and help those help other people. And like for me, I, I ended up being a pioneer, I never planned on it, but in the realm of solo cleaning, which most people in the industry, they look at, like, yeah, you know, solo clean, that's not a business. They're just a cleaning job. And like, whatever. When you hire people, then come talk to me, and I'll help you. Like, maybe not so much. But they're not like, we the solo cleaners, I'm not a solo cleaner anymore. I was we're building a big a company. But when I was so clean here, there's a feeling that's so low is so S,o, l, o, w so low. And there's a feeling of that, like, we're not real businesses and like, no, and there's like a little bit of a pride thing. Like, yeah, we are. And so, I did pioneer my own like, I It's funny to say that because I'm

asking people can pay me to pirate the pioneered system that I built the ISO model. So I'm on both ends. I'm a pirate as I scale my business, but I was the pioneer on the solo part. So I think that answers your question, somewhere in there.

1:11:21

Tim Clagg: Again, I appreciate you coming on the show here today. Sharing your story, your wealth of knowledge in the industry, and seeing you persevere, it really is just a heartwarming story. And how anybody, the right determination, that right, focus that mindset, you can get it done and be successful, how can people listen or subscribe to your podcast and follow you on social media as well?

1:11:52

Ken Carfagno: Yeah, Tim, thank you so much. Thank you for the work effort, and the research you put into learning about me, that really made me feel special. Thank you for that. Absolutely. And I really enjoyed this. You kind of flip the mic on me, I do this all the time. For others to hear that story. It was so much fun telling my own. Thank you for that opportunity. For those that are interested in learning about the smart cleaning school. First and foremost, go to my website, smart cleaning school.com. You can do a backslash podcast right there on the front page, the main page there. There are some free giveaways, you can join the mailing list and get connected with me. So, I encourage you to do that. If you're a solo cleaner, grab that solo cleaning, quick start guide, and any other free resources I have. I have a bunch of free stuff on there. There are over 400 episodes of the podcast. And it's there's a bunch and as far as social media. I'm on LinkedIn, I'm on Facebook, and I'm on Instagram, all under Ken Carfagno. And I've got some pages for smart cleaning school, but just read the personal pages of the best place to reach me. As far as that and the podcasts, you can go to any of your players and just type in Smart Cleaning school and start from wherever you want.

1:13:08

Tim Clagg: Ken It's been a great journey. I thank you so much. And thank you for connecting with me. As I said, I'm still getting experienced in the industry. So, I do appreciate your connection and friendship, my friend. That will conclude this month's edition of the Business of Cleaning podcast. Be sure to subscribe to us on Spotify, Apple podcasts, Google podcasts, or wherever you get your podcasts. From, everyone at Janitorial Manager, and my guest Ken Carfagno, I'm Tim Clagg saying so long. Until next time,