

PRIVATE COLLECTION

OFFER SECRETS

THE **LOST** SECRETS

The *New* Opportunity

RUSSELL BRUNSON

The New Opportunity

*Why the Most Powerful Offers in History
Don't Improve Anything – They Replace Everything*

By Russell Brunson

*Framework originally developed by John Alanis • Featuring insights from Dan Kennedy,
Frank Kern, Kaelin Poulin, Jay Abraham, Kevin Kelly, and others*

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THE PITCH THAT BOMBED (AND THE LESSON THAT SAVED EVERYTHING)

I WANT TO TELL YOU a story about the worst pitch of my career.

Every year, we put on an event called **Funnel Hacking Live**. It's our big event. Thousands of entrepreneurs fly in from around the world. We spend months planning it, and between the venue, the production, the speakers, and everything else, we invest millions of dollars to make it happen.

And every year, I get one shot to make a pitch from that stage. One presentation. One offer. The revenue from that pitch is what makes the entire event financially viable. If the pitch works, the year is a success. If it bombs, we've basically spent millions of dollars on a very expensive party.

The first year we did this pitch at our Orlando event, we absolutely crushed it. The offer was a brand new program, positioned as a completely new opportunity. We had a luncheon set up for maybe 250 people. Over 850 signed up. It was chaos. The catering team was scrambling, the sales team was overwhelmed, and my team and I just looked at each other like, *What just happened?*

The next year in Nashville, we ran the same offer, tweaked the presentation slightly, and crushed it again. Two years in a row. I was on fire.

And then I did what every entrepreneur eventually does. I tried to make it *better*.

I changed the name of the program. I updated the positioning. I adjusted the pitch. And I walked out on that stage the following year feeling confident. This was going to be the biggest one yet.

I delivered the presentation. I made the offer. And then I did what I always do—I looked over at the sales table to see how far the line stretched.

It barely reached the table.

My stomach dropped. I knew immediately. The pitch had bombed. And not just a little—it had *bombed*. The line that usually wrapped around the room was a trickle. After spending millions on the event, the signature offer had fallen flat on its face.

That night, I sat in my hotel room trying to figure out what went wrong. The content was solid. The production was great. The audience was fired up. So what happened?

Here's what happened: I had unknowingly shifted from a **new opportunity** to an **improvement offer**.

Instead of presenting something fresh, exciting, and *different*, I had repositioned the same program as a *better version* of what they already had. I had added "ER" words to the pitch. It's *faster*. It's *better*. It's *smarter*. And the moment I did that, I lost the magic.

The next year, I went back to the original positioning. I made it a new opportunity again. I gave it a new name, a new identity, a new energy. And we crushed it. The line wrapped around the room. The sales team was slammed. Everything worked again.

That experience taught me a lesson I will never forget, and it's the reason I wrote this guide:

The difference between an offer that crushes and an offer that bombs is almost never the product. It's the positioning. And the most powerful position you can ever take is a new opportunity.

In this guide, I'm going to teach you everything I know about new opportunities. You'll learn why they work, why improvement offers don't, and exactly how to create and position a new opportunity for your business, no matter what market you're in.

I'll show you case studies from billion-dollar companies like Netflix, Dollar Shave Club, and Apple, as well as case studies from entrepreneurs like you who used this exact concept to build movements and change lives.

And I'll give you the practical frameworks I use in every presentation, every webinar, every challenge, and every video sales letter I've ever created. This isn't theory. This is the playbook.

Let's go.

CHAPTER ONE

THE THREE TYPES OF OFFERS

EVERY OFFER YOU'VE EVER SEEN, every product you've ever sold, and every pitch you've ever made falls into one of three categories. Once you understand these three types, you'll start to see why some offers explode while others barely get a pulse.

I taught this framework at our **ClickFunnels** Connect event in Salt Lake City, and I used a car analogy that I think makes this crystal clear.

Type One: Repair

The first type of offer is a **repair** offer.

Think about it this way. You have a car, and the engine is broken. A repair offer says, "I'm going to fix your engine." That's it. Something is broken, and I'm going to make it work again.

If you look at the history of advertising and entrepreneurship, this was the *only* kind of offer most people could make for a long time. Back in the early 1900s, the big companies like Sears and Ford were building the products. Entrepreneurs couldn't compete with them on manufacturing. So what could an entrepreneur do? Fix things. Your fridge is broken? I'll start a business and fix it. Your plumbing is leaking? I'm your guy.

A lot of people are still in repair businesses today. If you're a consultant who comes in and fixes someone's broken funnel, that's a repair offer. If you're a therapist who helps fix a struggling marriage, that's a repair offer. If you're an accountant who cleans up someone's messy books, that's a repair offer.

Repair offers are fine. There's money in them. But traditionally, there's not *as much* money in repair, because you're always working within the constraints of something that already exists. You're not creating anything new. You're just making the old thing work again.

In my own business, repair happens at the very top of my value ladder. When someone pays \$100,000 for a one-on-one consulting day with me, that's often a repair engagement. They bring me their webinar, I look at it, and I fix it. "Here's what's broken.

Let's fix this slide. Let's rewrite this close." That's high-ticket repair.

Type Two: Improvement

The second type of offer is an **improvement** offer.

Going back to the car analogy: your car sucks. An improvement offer says, "I'm going to get you a *better* car." Not fix the one you have. Get you a different, upgraded version.

This is where about 90 percent of people's offers land. And honestly, this is what most business schools and marketing courses teach you to do. Find a mousetrap. Build a better mousetrap. That's the whole philosophy of improvement.

Here's how you can tell if your offer is an improvement offer. Look at how you describe it. If the letters "**ER**" show up anywhere in your pitch, you've got an improvement offer.

"It's kind of like this, but *better*."

"It's kind of like this, but *faster*."

"It's kind of like this, but *easier*."

"It's kind of like this, but *cheaper*."

Better. Faster. Easier. Cheaper. Smarter. Stronger. Every one of those words is a red flag that you're making an improvement offer.

Now, improvement offers aren't bad. They're *better* than repair. And there's definitely a time and a place for them in your value ladder. Most of the offers on the *back end* of my business are improvement offers. My coaching programs like **Inner Circle** and **Atlas** are for people who are already in my world and want to *improve* what they're doing. They've already bought in. They're already committed. Now they want to do it better.

But on the *front end*? Where you're trying to reach the masses? Where you're trying to attract people who have never heard of you before? Improvement offers are the wrong play. And I'm going to show you exactly why in the next chapter.

Type Three: The New Opportunity

The third type of offer is the **new opportunity**.

And this is where the magic happens.

Back to the car analogy: Repair says, "Your car is broken. I'll fix the engine." Improvement says, "Your car sucks. Here's a better car."

A new opportunity says, “Why would you *drive* somewhere? Let’s *fly*. I’ve got a plane.”

That’s a completely different thing. It’s not in the same genre. It’s not in the same category. It’s not a better version of the old thing. It’s a fundamentally *different* vehicle for getting the same result.

Repair fixes the engine. Improvement gives you a different engine. A new opportunity gives you *wings*.

And when you position your offer as a new opportunity, everything changes. The price resistance drops. The excitement goes up. The objections disappear. Because you’re no longer competing inside a crowded market of similar options. You’re creating something entirely new.

Where They Fit on Your Value Ladder

Here’s something important. Your business will probably have all three types of offers at different points in your value ladder. That’s normal. That’s healthy.

The key is understanding *where* each type belongs.

Front end = New Opportunity. When you’re trying to attract the masses, get attention, and bring new people into your world, a new opportunity is by far the most effective. It’s exciting. It’s fresh. It doesn’t require people to admit they failed at something else.

Middle of the ladder = Improvement. Once someone is in your world and has committed to the new opportunity, your coaching, courses, and programs can help them do it *better, faster, and smarter*. That’s improvement, and it works because they’ve already bought in.

Top of the ladder = Repair. At the highest levels, you’re doing personalized, one-on-one work. You’re looking at someone’s specific situation and fixing what’s broken. That’s premium, high-ticket repair.

Take **ClickFunnels** as an example. When we first launched a decade ago, it was a *new opportunity*. Nobody was talking about sales funnels the way we were. We weren’t saying, “We’re a better website builder.” We were saying, “Websites are dead. Funnels are the future.” That was a completely different vehicle, and it’s what allowed us to build a movement.

But here’s the thing. In today’s market, **ClickFunnels** is no longer a new opportunity. There are dozens of funnel builders out there. So when we position **ClickFunnels** now, it’s an improvement offer. “Our builder is faster. Our templates are better. Our editor is easier.” Those are “ER” words. We’re in improvement territory.

That doesn't mean the product is bad. It means the *positioning* has shifted. And that's why we're constantly looking for the next new opportunity to lead with on the front end, while **ClickFunnels** continues to serve people deeper in the value ladder.

The lesson is this: if you're building your front-end offer right now, the one that's supposed to bring new people into your world, it needs to be a new opportunity. Period. That's the only positioning that will cut through the noise and reach the masses.

In the next chapter, I'm going to show you exactly *why* improvement offers fail at reaching the masses. And once you see it, you'll never look at your offers the same way again.

CHAPTER TWO

WHY IMPROVEMENT OFFERS ARE KILLING YOUR BUSINESS

I KNOW THIS IS A BOLD CLAIM. Improvement offers aren't just "less effective." They're actively working against you. And the reason most people can't see it is because improvement feels right. It sounds smart. "Build a better mousetrap" is practically entrepreneurial gospel.

But there are four fundamental reasons why improvement offers will always underperform new opportunities. And once you understand them, you'll see why some of your past offers didn't work the way you expected.

Reason #1: Improvement Is Hard

Let me ask you something. Have you ever tried to lose weight?

Most people have. And most people have tried multiple times. They've done keto. They've done paleo. They've done Weight Watchers. They've hired a personal trainer. They've bought the home workout DVDs. And for whatever reason, it didn't stick.

Now imagine someone comes to you and says, "Hey, we're going to lose weight together. We're going to do it this time. It's going to be great."

Your first thought isn't excitement. Your first thought is *pain*. Because you remember what it felt like the last ten times. You remember the hunger. You remember the soreness. You remember stepping on the scale and seeing the number go in the wrong direction. You remember quitting and feeling terrible about yourself.

All of that pain is sitting in your memory, and the moment someone presents an improvement offer, every bit of that pain comes flooding back. You're not thinking about the result. You're thinking about the *process*. And the process is something you've tried before and failed at.

That's what you're fighting against when you sell an improvement offer. You're not just selling a product. You're asking someone to re-enter a battlefield they've already lost on.

With a new opportunity, none of that baggage exists. They've never tried it before. They don't have any negative memories associated with it. They don't know what the pain looks like because they've never walked that road. Everything is fresh, exciting, and full of possibility.

Think about the first time someone presented you with the idea of entrepreneurship. I bet a lot of you experienced that at a hotel room meeting or a home party somewhere. Someone told you about network marketing or online business, and you were *electric*. You were like, "Are you kidding me? I can get paid for *this*?"

That excitement existed because it was a new opportunity. You had no negative reference points. You didn't know how hard it was going to be. If someone had told you upfront—"Hey, you're going to be an overnight success, and it's only going to take you twelve years, and you're barely going to sleep, and your friends and family are going to question your sanity, and you're going to come close to bankruptcy three times"—you never would have signed up.

But you didn't know any of that. It was new. It was exciting. And you said yes.

That's the power of a new opportunity. And that's what you lose the moment you position your offer as an improvement.

Reason #2: Desire vs. Ambition

Here's a question that will change how you think about your market: what percentage of people are actually *ambitious*?

My answer: maybe 2 percent. At most.

Look at the people in my world. The ones who come to **Funnel Hacking Live**, who join **Inner Circle**, who show up to every event and implement everything they learn. Those people are ambitious. They're the 2 percent. They're the ones who will buy an improvement offer because they genuinely want to get *better* at something they're already doing.

But everyone else? The other 98 percent? They don't want to *improve*. They want to *change*.

Here's the distinction. **Ambition** says, "I want to get better at what I'm already doing." **Desire** says, "I want something *different*."

All people have desire. Every single person on the planet desires a better life, more freedom, better health, stronger relationships, more money. But very few people have the ambition to grind through an improvement process to get there.

When you make an improvement offer, you're selling to the 2 percent. You're automatically excluding 98 percent of the world. You might still make money—the 2 percent will buy—but you're fighting an uphill battle with a tiny addressable market.

When you make a new opportunity offer, you're selling to *desire*. And desire lives in everyone. You're no longer limited to the ambitious few. You're speaking to the dreams of the masses.

Reason #3: Memories of Poor Past Decisions

This one is subtle, but it might be the most important.

For someone to accept an improvement offer, they have to first **admit they failed**.

Think about that. If you're selling a course on how to build a better email list, the person buying it has to say, "Yeah, I've been building my email list wrong." If you're selling a program on how to improve someone's marriage, they have to say, "Yeah, my marriage needs fixing, and it's partly my fault."

Nobody wants to admit that. Nobody wants to look in the mirror and say, "I made bad decisions." It creates an immediate decrease in how they see themselves. And as we'll talk about in the next chapter, that's the single most powerful force working against you.

A new opportunity doesn't require any admission of failure. There's nothing to feel bad about. You're not telling them they were wrong. You're telling them, "Hey, this new thing exists, and you're going to love it." Their past is irrelevant. They get a clean slate.

That's liberation. That's freedom. And that's what makes people say yes.

Reason #4: Commodity Pricing (The Race to the Bottom)

When you're selling an improvement, you're selling inside a crowded market. There are dozens, maybe hundreds of other people offering something similar. You're all swimming in the same red ocean, fighting over the same customers, and the only way to differentiate is usually to drop your price.

That turns your offer into a commodity. And once you're a commodity, it becomes a race to the bottom. Whoever charges the least wins—and nobody wins a race to the bottom.

My friend Dan Kennedy once told me something I'll never forget:

“If you can’t be the number one lowest-price leader in your market, there is no strategic advantage of being the second lowest price leader in town. But there is a huge strategic advantage of being the most expensive.”

Read that again. If you can’t be the absolute cheapest, then being *kind of* cheap gives you nothing. But being the most expensive? That’s a real strategic position.

And you can’t be the most expensive when you’re fighting inside a red ocean of improvement offers. There’s always going to be someone willing to undercut you.

But when you present a new opportunity? You’re creating a blue ocean. There’s no competition because there’s nothing to compare you to. You’re the only one offering *this* thing. And all price resistance goes out the window because the customer can’t shop around. There’s no “but I can get something similar for less” because nothing similar exists.

That’s where you want to be. That’s where the real money is. And that’s where a new opportunity takes you.

CHAPTER THREE

STATUS: THE ONLY THING THAT MAKES PEOPLE MOVE

A FEW YEARS AGO, my friend Perry Belcher explained a concept to me that immediately changed how I thought about selling. It changed how I structured my offers, how I wrote my copy, and how I interacted with my audience. It's the single most important concept in this entire guide.

He told me that **status is the only thing that causes people to move**.

That's it. Status. Not logic. Not features. Not even price. Status.

When someone is presented with any opportunity—your offer, a competitor's offer, a new job, a new diet, a new relationship—their subconscious mind is running one calculation and one calculation only:

Is this thing I'm considering going to increase my status or decrease it?

That's the question. Every time. In every situation. For every human being on the planet.

What Status Really Means

Now, when I say "status," I'm not talking about what other people think of you. I'm talking about what **you think of yourself**.

Status, as I'm defining it here, is your internal self-perception. It's how you see yourself. And almost every decision you've ever made has been filtered through this lens, whether you realize it or not.

What school did you go to? You picked a school that you thought would elevate your status. Who did you date? Who did you marry? You made those choices based on who you thought would elevate how you see yourself. What car do you drive? What neighborhood do you live in? What books do you read?

All status.

And here's the counterintuitive part. Status works on *both* ends of the spectrum. Some people drive a Ferrari because it increases their status. Some people refuse to drive a

Ferrari because pulling into their neighborhood in a \$400,000 car would *decrease* their status with their friends and family. Both decisions are driven by the same force.

We are, whether we like to admit it or not, slaves to what we believe other people will think about us.

The Balancing Scale

Here's how status plays out in every buying decision.

Imagine a scale in your customer's brain. On one side is **hope of increased status**. On the other side is **fear of decreased status**. Every time someone considers your offer, that scale is tipping back and forth.

On the "hope" side: *If this works, I'll look smarter. I'll feel wealthier. I'll be healthier. My friends will be impressed. My spouse will be proud. I'll feel good about myself.*

On the "fear" side: *If this doesn't work, I'll look stupid. I'll have wasted money. My spouse will say 'I told you so.' My friends will judge me. I'll feel worse about myself than I do right now.*

Your job as the person making the offer is to load up the hope side and reduce the fear side. You do that with compelling stories, social proof, money-back guarantees, risk reversals, and done-for-you options.

But here's the critical insight: **the type of offer you make determines how heavy the fear side starts.**

Why Improvement Offers Start with a Heavy Fear Side

When you present an improvement offer, the fear side of the scale is already loaded before you even open your mouth.

Why? Because for someone to say yes to your improvement offer, they have to first admit that what they've been doing is wrong. They have to admit they failed. And that admission is an *immediate decrease in status*.

Think about it from the customer's perspective. They're sitting there thinking: *I know that if I invest \$1,000 or \$10,000 with this person and it doesn't work, I'm going to look stupid. I could lose money. I could embarrass myself. My wife is going to see the charge on the credit card, and if this doesn't work, she's going to think I'm an idiot. My friends are going to find out. My colleagues are going to judge me.*

All of that is fear of decreased status. And you're fighting against it from the very first moment.

Now, when someone invests in my \$50,000 **Inner Circle** program, that money leaving their bank account causes an *immediate* decrease in status. It's a big hit. But they're willing to take it because they believe the *end result*—what they'll learn, who they'll become, what they'll build—will create an even bigger *increase* in status down the road.

That's the gamble every customer is making. And with improvement offers, the fear side is so heavy that most people never tip the scale.

Why New Opportunities Start with a Light Fear Side

New opportunities work because they remove the heaviest weight from the fear side of the scale: **the admission of past failure**.

When you present a new opportunity, you're not asking anyone to admit they were wrong. You're not asking them to confront their past decisions. You're saying, "Hey, this brand-new thing exists, and it's amazing."

There's nothing to feel bad about. There's no baggage. There's no shame. The fear side of the scale is light, and the hope side is *heavy* because everything about this new opportunity is exciting and fresh and full of possibility.

That's why new opportunities convert at a fraction of the effort. The scale tips in your favor from the start.

What Elevates Status?

So what factors actually increase someone's status? While it's different for everyone, there are a few that are nearly universal:

Appearance of intelligence. Anything that makes someone look or feel smarter. When someone discovers your new opportunity and shares it with their friends, they look like the smart person who found something first.

Appearance of wealth, power, or happiness. People want to look successful, influential, and content. If your offer can create that perception, status goes up.

Physical appearance. Weight loss, fitness, style, grooming. Anything that changes how they look in the mirror.

Style and identity. Think Mac vs. PC. This isn't about the computer. It's about what it says about the person using it. Apple users feel a certain way about themselves. That's status.

When you're building your new opportunity, think about how many of these status elevators you can stack into the offer. The more ways someone's status increases by saying yes, the easier the sale becomes.

CHAPTER FOUR

WHY PEOPLE CRAVE NEW OPPORTUNITIES

WE'VE ESTABLISHED WHY IMPROVEMENT OFFERS FAIL. Now let's talk about what makes new opportunities so irresistibly attractive. Because it's not just that improvements are bad. It's that new opportunities tap into something primal in the way people think and make decisions.

There are four core reasons people crave new opportunities. And once you understand them, you'll be able to engineer offers that people feel *compelled* to say yes to.

Reason #1: New Discovery

Human beings love to discover things. And more importantly, they love to *share* things they've discovered. When someone finds something new and exciting, the very first thing they want to do is tell someone about it.

Think about the last time a friend sent you a YouTube video and said, "You **HAVE** to watch this." That's discovery at work. They didn't send it because the video was educational. They sent it because sharing something cool that no one else has seen yet makes them feel smart. It makes them look like the person who's "in the know."

That's an immediate increase in status.

When you present a new opportunity, you're giving your audience something they can *discover* and then share with their world. "Hey, have you heard about this thing?" That question is status fuel. The person asking it gets to be the expert, the insider, the one who found it first.

I've worked with teams who create viral videos for a living, and they've found that videos go viral when they are cool and *new*. Not when they're educational. Not when they're comprehensive. When they're *new*. Because people want to be the first to show something new to their friends. Discovery is the engine of virality.

Improvement offers don't have this quality. Nobody sends their friend a text saying, "Hey, I found a slightly better version of the thing we've been doing!" That's not exciting. That's

not shareable. There's no discovery to brag about.

Reason #2: No Pain of Disconnect

This is the flip side of the "memories of poor past decisions" problem we talked about in the last chapter.

When someone takes an improvement offer, they have to *disconnect* from what they're currently doing. They have to look at their current situation and say, "This isn't working, and I was wrong for doing it." That disconnect is painful. It decreases status. And it creates massive internal resistance.

With a new opportunity, there's **no pain of disconnect**. They don't have to admit anything was wrong. They can simply *move on* to something brand new. It's not that the old thing was bad. It's just that this new thing is *different*.

That distinction matters more than you think. Improvement offers sell *through* the pain. New opportunities sell *away* from the pain. One forces people to confront their failures. The other lets them leave their failures behind without a backward glance.

Which one do you think creates less resistance?

Reason #3: Dream Replacement

One of the biggest reasons people struggle to make changes in their lives is the **fear of losing their dreams**.

That sounds backwards, but think about it. If someone has been dreaming of building a successful business, and they try one more method and it fails, then their dream might actually die. As long as they haven't tried, the dream is still alive. The *possibility* still exists. But if they try and fail again, they might have to face the reality that it's never going to happen.

That fear keeps people stuck more than anything else. They'd rather hold on to the *possibility* of success than risk the *certainty* of failure.

In Proverbs 29:18, it says, "Where there is no vision, the people perish." And that's exactly what happens when dreams die. People stop trying. They give up. They settle.

A new opportunity solves this by giving people a **new dream to replace the old one**. You're not asking them to risk their existing dream on one more attempt. You're giving them an entirely new vision of what's possible. The old dream can stay where it is. This is something completely different.

That's incredibly powerful because it removes the fear of finality. Even if the old thing didn't work, this new thing is a fresh start with a fresh dream.

Reason #4: Greener Pastures

We've all heard the saying: "The grass is always greener on the other side of the fence."

Most people treat that as a warning. "Don't be fooled by the other side. Stay where you are. Be grateful for what you have."

But as a marketer and an entrepreneur, I look at it differently. The grass *does* look greener on the other side. And instead of trying to convince people that their grass is fine, or offering to *fix* their grass, or trying to make their grass slightly *greener*—why not just take them to the other side of the fence?

That's where they want to go anyway. Stop fighting human nature and start working *with* it.

A new opportunity is the other side of the fence. It's the greener pasture. It's the fresh start that everyone craves. And when you position your offer that way, you're not swimming upstream. You're swimming with the current of human psychology.

Mass Movements Are Built on New Opportunities

If you want proof that new opportunities are the most powerful force in human behavior, just look at history.

In one of my favorite books, *The True Believer* by Eric Hoffer, he writes that mass movements don't appeal to people who want to improve their existing lives. They appeal to people who want to be "rid of an unwanted self."

Think about that. The most powerful movements in human history weren't built on improvement. They were built on *replacement*. A completely new way of seeing the world.

Every major movement, every cultural revolution, every paradigm shift followed this pattern. The leader didn't say, "Let me help you get a little bit better at what you're already doing." The leader said, "Everything you've been doing is wrong. Here's something entirely new. Follow me."

When Steve Jobs stood on that stage in his black turtleneck, he didn't say, "We built a CD player that can hold 36 CDs instead of six." That would have been an improvement offer. Nobody would have cared. Instead, he pulled out the iPod and said, "2,500 songs in your pocket. This is something completely different."

That was a new opportunity. And it changed the world.

When he came back years later with the iPhone, he didn't say, "We made a better phone." He said, "This is a phone, an iPod, and an internet communicator. It's not a better version of what exists. It's something that has never existed before."

Again: new opportunity. Again: the world changed.

Your offer doesn't have to change the entire world. But it does have to feel like a new world to the person considering it. That's the standard. Not *better*. *New*.

CHAPTER FIVE

NEW OPPORTUNITIES THAT CHANGED THE WORLD

THE BEST WAY TO UNDERSTAND the power of a new opportunity is to study the companies that used them to completely rewrite their industries. These aren't just business case studies. They're proof of concept for everything we've been talking about. In every case you're about to read, the winner wasn't the company that made a better version of the old thing. It was the company that *replaced* the old thing with something the market had never seen before.

Netflix vs. Blockbuster

The year was 2000. **Blockbuster Video** had over nine thousand stores across the globe, six billion dollars in annual revenue, and roughly sixty thousand employees. They were the undisputed king of home entertainment. If you wanted to watch a movie on a Friday night, you drove to Blockbuster, walked the aisles, grabbed a VHS or DVD off the shelf, and brought it home.

That same year, a small startup called **Netflix** flew to Dallas, Texas, to meet with Blockbuster's leadership team. Netflix had a proposal: buy us for fifty million dollars. We'll run your online division.

Blockbuster's CEO reportedly laughed them out of the room.

And honestly, it's hard to blame him. At the time, Netflix was mailing DVDs in little red envelopes and losing money on almost every transaction. They looked like a novelty. Blockbuster had the brand, the locations, the money, and the customers. Why would they pay fifty million dollars for a company that couldn't turn a profit?

Here's what Blockbuster missed. Netflix wasn't offering them a *better* video store. They weren't saying, "Our aisles are cleaner" or "We have more titles." They were offering a **completely different vehicle** for the same result.

No driving to a store. No browsing aisles. No late fees. Just pick what you want online and it shows up in your mailbox. And eventually: just pick what you want and press play.

Blockbuster spent the next decade making improvement moves. They launched their own online service. They matched Netflix's pricing. They eliminated late fees. But every single thing they did was trying to make the old model *better*. They were putting new tires on a car while Netflix was building an airplane.

In 2010, Blockbuster filed for bankruptcy. Today there's one Blockbuster store left on the entire planet, a single location in Bend, Oregon, that's basically a tourist attraction. Meanwhile, Netflix has over 260 million subscribers worldwide and is worth more than a quarter of a trillion dollars.

The irony is devastating. Blockbuster had *every* advantage—the brand, the money, the locations, and the customers. Netflix had almost nothing. But Blockbuster kept improving the old model while Netflix built an entirely new one.

The lesson: it doesn't matter how good your improvement is. If someone else offers a new opportunity, you lose.

Dollar Shave Club vs. Gillette

For decades, **Gillette** dominated the shaving market with over 70 percent market share. Their strategy was classic improvement: every few years, they'd release a new razor with another blade, a vibrating handle, a moisture strip, some new feature that justified charging more. Twenty dollars a month for razor cartridges wasn't unusual, and the blades were locked behind glass at the store like they were precious gems.

In 2012, a guy named Michael Dubin made a video in a warehouse. It cost him about \$4,500 to produce.

He didn't talk about how his razors were *sharper* or *smoother* or *better* than Gillette's. He looked into the camera and said something like, "Do you really think your razor needs a vibrating handle? Do you like paying twenty bucks a month for blades locked behind a case like they're plutonium? We'll send you great razors for a dollar a month, delivered to your door."

That video went viral. **Dollar Shave Club** signed up twelve thousand subscribers in the first 48 hours.

Not because the razors were better. By most accounts, the product was decent but nothing revolutionary. The *offer* was revolutionary. It was a completely different way to *buy* razors, and it made the old way feel ridiculous.

Here's what I love about this story for entrepreneurs: Michael Dubin didn't have a massive budget. He didn't have a factory full of engineers. He had a \$4,500 video and a new opportunity. And within a few years, Gillette's market share dropped below 50 percent for

the first time in modern history. They were forced to slash their prices by 20 percent just to compete.

In 2016, Unilever bought **Dollar Shave Club** for one billion dollars. A company barely five years old, built on a new opportunity, sold for a billion.

The lesson: you don't need the best product. You need the best *positioning*. A new opportunity with an average product will beat an improvement offer with a great product every single time.

Apple: The iPod and iPhone

We already mentioned Steve Jobs and the iPod, but let's go deeper because Apple is the masterclass in new opportunity positioning.

Before the iPod, Sony ruled portable music with the Walkman and Discman. Every other company was making improvement offers: CD players that held more discs, had better skip protection, had longer battery life. All "ER" words. All improvement.

Jobs didn't play that game. He didn't make a better CD player. He said, "Why are you carrying CDs at all?" and pulled out a device that held 2,500 songs in your pocket. It wasn't a better version of what existed. It was a completely different thing.

Then he did it again with the iPhone. Every phone company was making improvement offers: better screens, better cameras, better keyboards. Jobs stood on stage and said, "Today, Apple is going to reinvent the phone." Not improve it. *Reinvent* it.

No keyboard. No stylus. Just a touchscreen. It was a phone, an iPod, and an internet communicator in one device. The entire phone industry looked at it and said, "That's not a phone." And they were right. It wasn't a phone. It was a *new opportunity*. And it destroyed every phone company that tried to compete by making improvement offers.

Apple is now the most valuable company in the history of the world. Not because they build the best technology. Because they *position* their offers as new opportunities that make everything else feel obsolete.

Uber vs. Taxis

Before **Uber**, getting a ride in a major city meant standing on a street corner, hoping a taxi drove by, or calling a dispatch number and waiting twenty minutes. In New York City, taxi medallions traded for over a million dollars each. The taxi industry was one of the most entrenched monopolies in America.

Uber didn't say, "We have better taxis." They said, "Why are you standing on a street corner? Just tap a button on your phone."

That's not a better taxi. That's a completely different way to get from point A to point B. New opportunity. And within a few years, Uber's gross revenue in San Francisco alone was three times the entire traditional taxi market in that city.

The taxi industry tried to fight back with improvement moves: better dispatch apps, cleaner cars, friendlier drivers. None of it mattered. When someone is offering an airplane, nobody cares about your improved car.

Airbnb vs. Hotels

In 2007, Brian Chesky and Joe Gebbia couldn't pay their rent in San Francisco. A design conference was coming to town and every hotel was booked. So they threw a couple of air mattresses on their living room floor, put up a website, and charged people to sleep in their apartment.

From air mattresses on a floor to a company worth more than **Hilton** and **Marriott combined**. Over seven million listings in 220 countries. And they don't own a single property.

Airbnb didn't build a better hotel. They said, "Why stay in a hotel at all? Stay in an actual home, in an actual neighborhood, with a kitchen and a living room and a local experience you'd never get in a Marriott."

When a hotel CFO was asked about Airbnb in 2013, he reportedly said, "What's Airbnb?" By the time the hotel industry understood what was happening, it was too late. You can't fight a new opportunity with improvement.

Tesla vs. Gas Cars

Every car company in the world was making improvement offers. Better gas mileage. Cleaner emissions. Smoother ride. Hybrid technology. All "ER" words. All improvement.

Tesla didn't say, "We made a better gas car." They said, "Why burn gas at all?" and built an entirely electric vehicle that also happened to be the fastest car on the road.

That's not improvement. That's replacement. And it forced every other car company in the world to fundamentally rethink their business.

The Pattern

Do you see the pattern yet?

Netflix didn't build a better video store. **Dollar Shave Club** didn't build a better razor. Apple didn't build a better CD player. **Uber** didn't build a better taxi. **Airbnb** didn't build a better hotel. **Tesla** didn't build a better gas car.

They all did the same thing: they created a **new opportunity** that made the old thing feel obsolete. And in every case, the companies that tried to fight back with improvement offers lost. Not because their products were worse. Because their *positioning* was wrong.

You're not competing against products. You're competing against *positions*. And the only position that wins is the new opportunity.

CHAPTER SIX

NEW OPPORTUNITIES FROM ENTREPRENEURS LIKE YOU

IT'S EASY TO LOOK AT NETFLIX AND APPLE AND THINK, "Well, that's great for billion-dollar companies. But I'm not building the next iPhone. I'm just trying to sell my course or grow my coaching business."

I get it. So let me show you how new opportunity positioning works for entrepreneurs just like you. Real people in real markets who used this exact concept to build movements, change lives, and grow their businesses dramatically.

ClickFunnels: From "Better Website Builder" to "Websites Are Dead"

Let me tell you how **ClickFunnels** actually started, because this is the story of a new opportunity being born.

Before **ClickFunnels**, if you wanted to build a sales funnel online, you needed a *team*. You needed a web designer. You needed a programmer. You needed a copywriter. You needed someone to integrate your email service, your payment processor, your membership software, and about fifteen other tools that all had to talk to each other.

I was spending anywhere from \$20,000 to \$100,000 every time I wanted to build a new funnel. And I'm Russell Brunson. I had a team. I had resources. Most entrepreneurs didn't have any of that. They had an idea and a dream and no way to execute.

When my partner Todd Dickerson and I built **ClickFunnels**, the obvious positioning would have been: "We built a better website builder." There were already plenty of those—WordPress, Squarespace, Wix. We could have said, "Ours is faster. Ours is easier. Ours is cheaper." All "ER" words. All improvement.

But that's not what we did.

Instead, we said, "**Websites are dead**. Having a website is like having a brochure. It just sits there. What you need is a *funnel*—a step-by-step process that takes a visitor and turns them into a customer. And you can build one in minutes, without a tech team,

without spending \$20,000.”

That was a new opportunity. We weren’t a better website builder. We were a completely *different* thing. A funnel builder. Something that had never existed as a category before.

And because we created a new category, we became the category king. There was no one to compare us to. There was no “but I can get something similar for cheaper.” Funnels weren’t websites, and **ClickFunnels** wasn’t a website builder. We were on the other side of the fence.

That positioning is what built a company to over \$100 million in revenue and created a movement of hundreds of thousands of entrepreneurs who call themselves “funnel hackers.”

Kaelin Poulin and Lady Boss

Kaelin Poulin was in the weight loss space, which is one of the most crowded, competitive markets on the planet. Thousands of people are selling diets, workout plans, supplements, and coaching programs. It’s the definition of a red ocean.

If Kaelin had positioned her offer as an improvement—“here’s a better diet” or “here’s a faster workout”—she would have been one of ten thousand voices all saying the same thing. She would have been stuck in commodity pricing, racing to the bottom, hoping to somehow out-advertise everyone else.

Instead, she created **Lady Boss**. Not a diet. Not a workout plan. A *lifestyle brand and movement* for women who wanted to take control of their health and their lives. The messaging wasn’t “lose weight faster.” The messaging was “become a Lady Boss.”

That’s a new identity. That’s a new opportunity. And it’s what allowed her to build a massive business in a market where most people are fighting over scraps.

The Biohacking Opportunity

I worked with an entrepreneur named Anthony who was originally a weight loss health coach. Good at what he did, genuinely helped people, but stuck at a certain revenue level. His offer was classic improvement: “I’ll help you lose weight better than the other coaches.”

We sat down together and I asked him, “What if you stepped back one level? What if instead of being a weight loss coach competing with every other weight loss coach, you created a completely new category?”

That's when we came up with **biohacking**. Not weight loss. Not fitness. *Biohacking*. It's a different word, a different concept, a different identity. Instead of attracting only people who wanted to lose weight, Anthony could now attract anyone who was interested in optimizing their health—athletes, executives, parents, anyone who wanted to perform at a higher level.

He went from competing in a saturated niche to creating his own blue ocean. Same expertise, same knowledge, same skillset—but a completely different vehicle. A new opportunity.

His business exploded.

The Funnel Hacking Live Lesson (In Full)

I already told you the short version of this story in the introduction, but let me give you the full version because I think the details matter.

At **Funnel Hacking Live** in Orlando, we launched a brand new high-level program. The pitch was pure new opportunity. We showed people a vision of what was possible, gave them a new identity, and created something that had never existed before in our world. The result was insane—we had a luncheon set for 250 people and 850 signed up. It was one of those moments where everything just clicked.

We ran the same offer in Nashville the next year. Tweaked the pitch slightly, same core positioning. Crushed it again.

Then I made the mistake. The next year, I changed the name of the program. I updated the positioning. I made it about *improvement*—how this was a *better* version of what we'd been doing. I used "ER" words without even realizing it.

When I did the pitch and looked over at the sales table, the line barely stretched past the first few people. It bombed. And this was after spending millions on the event.

That night, I went back through everything. The content was the same. The audience was similar. The production was great. The *only* thing that had changed was the positioning. I had shifted from a new opportunity to an improvement offer, and it had cost me everything.

The next year, I went back to the original positioning. New opportunity. New energy. New identity. And the line wrapped around the room again.

I share this story because I want you to understand: **I'm not immune to this mistake**. I've been teaching this concept for years, and I still accidentally shifted into improvement positioning. It's that easy to slip. The pull toward "better, faster, easier" is so strong that

even when you know better, you can still fall into it.

That's why I built the frameworks you're about to learn. They're not just for creating your first new opportunity. They're guardrails to make sure you stay in new opportunity positioning and never accidentally slide back into improvement.

CHAPTER SEVEN

HOW TO CREATE YOUR NEW OPPORTUNITY

BY NOW, you should be completely sold on why new opportunities work. The question is: how do you actually create one? And if you're already selling something, how do you reposition it to become a new opportunity?

I've broken this down into three steps. They're simple, but don't confuse simple with easy. Each step requires real thought. Take your time with these.

Step #1: What Is the Result Your Dream Customers Are Trying to Achieve?

The first step is to take your dream customers and look at the **result** they actually want. Not your product. Not your method. Not your framework. The *result*.

Start with the three core markets. Is your dream customer trying to get **health, wealth, or relationships**? Which one of those three desires is driving them?

Then get more specific. If it's wealth, what does that actually look like for them? Are they trying to quit their job? Hit six figures? Build a business they can sell? Retire early? Create passive income?

If it's health, are they trying to lose weight? Build muscle? Have more energy? Sleep better? Live longer?

If it's relationships, are they trying to save their marriage? Find a partner? Be a better parent? Build deeper friendships?

There's a question from a book called *The Dan Sullivan Question* that I use all the time. If you could sit down with your dream customer and ask them one question, ask this:

"If we were having this discussion three years from today, and you were looking back over those three years, what has to have happened in your life, both personally and professionally, for you to feel happy with your progress?"

That question gets to the root of what someone *really* wants. Not what they say they want. Not what they think they're supposed to want. What they actually dream about when they close their eyes at night.

You need to understand that result at a deep level before you can create a new opportunity. Because the new opportunity is the *vehicle* that gets them there. And if you don't know the destination, you can't build the vehicle.

Step #2: What Vehicle Are They Currently Using?

Now that you know what they want, you need to understand what **vehicle** your dream customers are currently using to try to get that result.

Here's the reality: you are rarely going to be the first solution someone tries. They've been on this path before. They've tried multiple different vehicles. And for whatever reason, those vehicles haven't worked.

If they're trying to lose weight and they find you, they've probably already tried keto, paleo, Weight Watchers, a personal trainer, meal delivery services, and maybe even surgery. They've been through the wringer.

If they're trying to make extra income, they may have tried selling on eBay, building an Amazon store, starting a blog, doing freelance work, or joining a network marketing company. None of it stuck.

If they're trying to grow their business, they've probably invested in SEO, paid ads, social media marketing, a sales team, and maybe a few courses or coaching programs.

You need to write down **every single vehicle** your dream customers have been using to try to get the result they want. And don't just think about the obvious competitors. Remember the three categories from earlier:

Competing methods – all the other products, programs, and approaches in your market.

Doing nothing – the people who want the result but haven't taken action. Inertia is a vehicle. It's the vehicle of "I'll figure it out someday."

Doing something completely different – the people who want to make money but went back to school instead. Or the people who want to get healthy but decided to focus on their career. They've left the building entirely.

Map all of them. Be exhaustive. Because in the next step, you're going to replace all of those vehicles with one new one: yours.

Step #3: The Opportunity Switch

This is where the magic happens.

Now that you know the result they want and the vehicles they've been using, you're going to create a **completely new vehicle** that gets them the same result in a fundamentally different way.

The mistake most people make here is looking at the existing vehicles and trying to make them *better*. If they see that their customers have tried keto and it didn't work, they create "Keto 2.0" or "Keto Made Easy" or "The Better Keto Plan." That's improvement. That's "ER" words. And it won't work.

Instead, you need to create something that doesn't even sound like the old vehicles. Something so different that it can't be compared to what they've already tried.

A simple way to frame this is with a **Who/What statement**:

I'm going to teach [your sub-market] how to [your new opportunity].

"I'm going to teach real estate investors how to flip houses on eBay." Those people are already in a vehicle (traditional real estate investing). You're taking them to a *new* vehicle (eBay flipping).

"I'm going to teach people who want to lose weight how to become a **Lady Boss**." They've tried every diet. You're not giving them another diet. You're giving them a new *identity* and a new *lifestyle*.

"I'm going to teach experts how to get their message out through *funnels*." They've been trying websites, social media, blogging. You're switching them to a completely different vehicle.

Notice that in each case, the switch can happen at different levels. Sometimes you're switching them within their current market (from one diet to your new approach). Sometimes you're stepping *back* one level and switching them from an entirely different sub-market. We sold our **ClickFunnels** stuff to real estate investors, stock traders, and coaches—people from completely different niches—because we stepped back to the core desire (making money) and offered a new vehicle for getting there.

The key question to ask yourself is: **Can I describe my offer without using any "ER" words?** If I can't say what I do without saying "better, faster, easier, cheaper," then I haven't found my new opportunity yet. I need to go back and reposition until I can describe it as something fundamentally *different*, not just incrementally better.

The Opportunity Stack

Once you've created your new opportunity and started bringing people into your world, there's one more concept you need to understand: the **Opportunity Stack**.

Here's the rule: you get **one and only one opportunity switch** per business. That's your front-end. That's what brings people in. One switch. One new opportunity. One moment of "everything changes."

After they've made the switch—after they've committed to your new opportunity—*then* you start stacking additional opportunities *within* that new opportunity.

Let me show you how this works with **ClickFunnels**. Our one opportunity switch is: "Stop building websites. Start building funnels." That's the switch. That's the front door.

Once someone walks through that door and commits to the world of funnels, *then* we start stacking:

ClickFunnels (the software) is an opportunity within the opportunity.

One Funnel Away challenge is an opportunity within the opportunity.

Funnel Scripts is an opportunity within the opportunity.

Funnel Hacking Live is an opportunity within the opportunity.

Certified Partner program is an opportunity within the opportunity.

All of these products and programs exist within the universe of "funnels." None of them require a second opportunity switch. The person has already switched. Now they're going deeper into the world they've committed to.

That's the stack. And it's how you build a massive business on the foundation of one single new opportunity.

CHAPTER EIGHT

THE “THIS IS THE WAY” FRAMEWORK

EVERYTHING WE’VE TALKED ABOUT SO far is the concept of the new opportunity. But concepts don’t make money. Frameworks make money. And what I’m about to teach you is the exact framework I use to position my new opportunity in every presentation, every webinar, every challenge, and every video sales letter I’ve ever created.

The first 25 percent of everything I do follows this exact five-step sequence. And once you see it, you’ll never be able to unsee it.

When *The Mandalorian* first came out, there was this line that the main character kept saying over and over: “This is the way.” It became one of those cultural moments that just stuck. And right around that time, I was launching the **Linchpin** concept and teaching people about funnels at our events.

So I brought a Mandalorian helmet onstage and I kept coming back to that phrase: “The **Linchpin** is the way.” It became a meme in our community. People were posting it, putting it on t-shirts, referencing it in every conversation.

But the reason it resonated wasn’t because of the movie. It resonated because it captured exactly what your job is when you’re positioning a new opportunity. Your job is to make your audience believe, with absolute certainty, that *this is the way*. Not *a way*. *The way*.

Here are the five steps. And after each one, I’m going to ask you to stop and do the work for *your* business before moving on to the next step. Don’t just read this. Build it as you go.

Step 1: Plant the Flag

The first thing you do is **name the result**. Not your product. Not your method. The *result* your dream customer actually wants.

When I spoke at Grant Cardone’s 10X event in front of nine thousand people, the flag wasn’t “funnels.” The flag was “10x your business in the next twelve months.” That was the promise of the event. Every speaker, every attendee, everybody in that room was there for

that same result.

When I did the **Selling Online** challenge, the flag was “make six figures and beyond.” When I did the **Thinking Grow Rich** challenge, the flag was “actually think and grow rich, not just read about it.” When I did the **Funnel Builder** webinar, the flag was “build a career and income you control.”

Notice what’s missing: there’s no mention of my product. No mention of funnels, software, or any specific method. The flag is the *destination*. The thing everyone agrees on. You say it over and over until the audience can feel it in their bones.

Here’s something else I did at the 10X event that most people didn’t even notice. Within the first few minutes, before I taught a single thing, I told the audience that at the end of my presentation I was going to ask each of them for \$11,552. I said the number out loud and let it hang in the air. Some people laughed, some got nervous.

But for the rest of the presentation, that number was *marinating* in their brain. They were subconsciously evaluating everything I said against the question: *Is this worth \$11,552?* And by the time I made the offer, most of them had already decided yes.

YOUR TURN: Write down the answer to this question: What is the result your dream customer wants? Be specific. Not “make money.” What does making money actually look like for them? Use this question to get to the root: “If we were having this discussion three years from today, what has to have happened in your life, both personally and professionally, for you to feel happy with your progress?” Write it in one clear sentence. That’s your flag.

Step 2: Line Up the Vehicles

Now that they’re locked on the result, you identify every single vehicle that exists in your market for getting there. And I mean every vehicle, not just the obvious competitors.

These fall into three categories:

Competing methods – the other products, services, programs, and approaches that promise the same result. If you’re in business, that’s building a sales team, running ads, cold calling, social media marketing, SEO. Know these cold.

Doing nothing at all – the biggest competitor nobody talks about. A huge percentage of your audience isn’t actively trying another method. They’re just sitting still. They want the result, but they haven’t taken action. Inertia is a vehicle. It’s the vehicle of “I’ll figure it out someday.”

Doing something completely different – the person who wants to make money but decides to go get another college degree instead. Or the person who wants to lose weight but focuses on their career. They've left the building and gone to a different farmer's market entirely.

When I did the **Thinking Grow Rich** challenge, my audience wanted to "grow rich." The competing methods were the stock market, real estate, traditional business, and network marketing. The "doing nothing" vehicle was continuing to read personal development books and attend events without ever applying anything. The "doing something completely different" vehicle was going back to school for another degree, getting a second job, or just hoping for a raise.

Map them all. Don't skip this step. Write every single one down, because in the next step, you're going to systematically take each one apart.

YOUR TURN: Write down every single vehicle your dream customers are currently using or considering. Use all three categories: competing methods (at least six to eight), doing nothing (what does inertia look like in your market?), and doing something completely different (what are people doing instead of being in your market at all?). Your list should have at least ten vehicles. The more exhaustive you are, the more powerful your positioning will be.

Step 3: Cast the Stones

This is the kill shot, and it's where most people chicken out.

One by one, you show your audience why each vehicle is broken, capped, risky, slow, or fundamentally flawed. Not meanly—logically and emotionally. You're not attacking the *people* who use those vehicles. You're attacking the *vehicles themselves*.

At the 10X event, I knew half the speakers were teaching people how to build sales teams and close deals one-on-one. So I showed a picture of someone handing out brochures and said, "Having a website is like having a salesperson who just hands out brochures. Would you keep that employee?"

Then I said, "But one funnel is like having two hundred salespeople working twenty-four hours a day, seven days a week, who never go off script and never call in sick." In one analogy, I cast a stone at four of the other speakers' vehicles without ever mentioning their names.

In the **Thinking Grow Rich** challenge, I addressed the "doing nothing" vehicle by telling the story of how I had read *Think and Grow Rich* and understood every principle, but I had nothing to apply it to. I couldn't actually make money from *thinking*. I needed a vehicle.

Then I told them about the time my wife Collette and I were so broke that I sold her CD collection for \$120 just to buy groceries. That's what "doing nothing" looks like when the bills come due.

Look at how **Dollar Shave Club** cast stones at Gillette. Michael Dubin didn't say, "Gillette's razors are bad." He said, "Do you think your razor needs a vibrating handle? Do you like paying twenty dollars for blades locked behind a case like they're plutonium?" He cast stones at the *experience*, not the product.

Here's the key: you're not being negative. You're being *honest*. Your audience already suspects these vehicles don't work. They've tried them. They've felt the frustration. What you're doing is giving them *permission to let go*. The message underneath everything is: "It wasn't your fault. The vehicle was broken."

That's incredibly powerful, because it removes the shame and replaces it with hope.

YOUR TURN: For every vehicle on your list, write one sentence about why it's broken, capped, risky, slow, or fundamentally flawed. These become your "stones" when you present your offer. For example: "Building a sales team is capped by time—you can only hire and train so fast." "Doing nothing means the bills keep coming while you wait for someday." One sentence per vehicle. Sharp, honest, and specific.

Step 4: Reveal the Way

After every other bridge has been crossed out, you introduce yours. And here's the critical distinction: you are **not** saying "mine is better." You are **not** using any "ER" words. You're saying: "*This is something entirely different.*"

Netflix didn't say, "We're a better video store." They said, "Why would you drive to a store at all?"

Dollar Shave Club didn't say, "Our razors are sharper." They said, "Why would you pay twenty dollars and fight with a locked case when we'll mail them to your door for a buck?"

Uber didn't say, "Our taxis are cleaner." They said, "Why would you stand on a street corner when you could tap a button?"

When I built **ClickFunnels**, I didn't tell people I had a better website builder. I told them websites were a broken concept entirely. And then I said, "Let me show you something *different*. Something called a funnel." That word—*different*—is everything. Not better. Different.

This is the Mandalorian moment. This is where your audience should be thinking: "This is the way. There is no other way." Not because you manipulated them, but because you

showed them the truth about every other option, and the only logical conclusion left standing is the one you're presenting.

YOUR TURN: Write your Who/What statement: "I'm going to teach [your sub-market] how to [your new opportunity]." Then test it: can you describe your offer without any "ER" words? If the best you can say is that it's faster, better, easier, or cheaper, you haven't found your new opportunity yet. Go back and reposition until you can describe it as something fundamentally different, not just incrementally better.

Step 5: Claim the Name

The last step locks everything in permanently. You don't just give them a new vehicle. You give them a new **identity**. A new title. Because once someone claims a new identity, they don't go backward.

In the **Funnel Builder** webinar, I had people tap their chest and say out loud, "I am a funnel builder."

In the **Selling Online** challenge, the identity was "Rainmaker"—the person who makes it rain for any business they touch.

In the **Thinking Grow Rich** challenge, the identity was "Creator"—because you don't just consume information anymore, you create it.

Identity is the highest form of status increase your audience can experience. It's not just "I bought a course." It's "I *am* something now." When someone says "I am a funnel builder," they've elevated their own status in their own mind. And they'll protect that new identity. They'll invest in it. They'll defend it. They won't go back to the old vehicles because that would mean giving up who they've become.

Give them a name. Not "customer" or "member." Something they'd be proud to claim. Something they'd put on a t-shirt or type into a chat. Make them say it out loud if you can. That moment of verbal commitment turns a prospect into a believer.

YOUR TURN: What is the new identity you're giving your audience? Fill in the blank: "When someone joins my world, they become a _____. Make it something they'd be proud to say out loud. Something they'd put on a t-shirt without hesitation.

What's Next

If you've done the work in this guide—if you've identified your result, mapped your vehicles, written your stones, created your switch, and named your identity—then you've got the foundation of a new opportunity.

The next step is to build the offer around it. And that's where everything comes together: the stack, the bonuses, the guarantee, the urgency, the close. All of that is built on top of this foundation.

If you want to go deeper—if you want the complete system for building offers that create movements, command premium prices, and convert at rates that don't seem possible—come join us at MarketingSecrets.ai.

Inside, you'll find the full frameworks, the complete trainings, the swipe files, and the community of entrepreneurs who are building their businesses on new opportunities every single day.

Go to MarketingSecrets.ai and start building.

I'll see you there.

– Russell Brunson