



In Case You Missed These...



Clarify Your Strategy

“Sound strategy starts with having the right goal.”

— Michael Porter

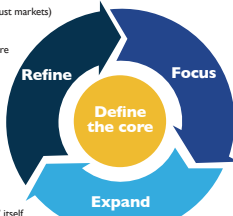
The main problem many executive teams have with strategy is they don't know where to start. They don't know their plan and consequently don't reach their goals. Strategy is about trade-offs — what are you going to do so that you can say “Yes” to the right goals and actions.

Global firm Bain notes in this article that winning and thriving in tough times requires a strategy that is exactly where you will compete, how you plan on competing and how you will mobilize the organization to implement the strategy. Here's how they chart out their efforts:

CLARIFY YOUR STRATEGY:

Three pillars of strategy under turbulence

- Follow profit pools (not just markets)
 - Burning platform for change
 - Direction finder for the future
- Exploit the power of repeatable formulas
 - Embodiment of the “core” itself
 - New source of competitive advantage
 - Formula for efficient growth
 - Can increase organizational metabolism



- Recognize the power of the core
- Inherent bias and underestimation
- Greatest error: abandoning the core
- The power of the core is profound

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Our Best of 2016



Goleman's Four Quadrants

IQ versus EQ

In professional and technical fields the typical entry-level threshold IQ is 110 to 120. It is generally considered that your IQ, which is largely genetic, will change little from childhood. Since everyone is in the top 10% or so of intelligence, IQ itself offers relatively little competitive advantage.

EQ on the other hand can be learned at any age. Growing your competency in EQ is not easy or quick, as it takes perseverance in the process of critical self-evaluation, commitment to improvement and of course behavioral practice.

It is also important to note, that competence in Emotional Quotient does not necessarily increase with age as you might expect. Some people may learn from life's experiences, but many do not. [Click here](#) to learn more about increasing your EQ from Matrix.



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The Worst Breaches in Business Ethics



1 Toyota Ignored Safety

In 2010, Toyota ignored information about safety and delayed investigating possible recalls. In 2009, they learned about sticking pedals and faulty brakes, instead of addressing the issue they added side airbags. In some cases, Toyota faced accusations of hiding evidence for hundreds of cases involving death and rollovers, putting their drivers and passengers at risk.



4 Phillip Morris Advertised To Kids

The tobacco giant Phillip Morris has been considered unethical for years as a great deal of advertising from them targets kids. Despite stricter regulations, Phillip Morris still prominently places ads and products in magazines, convenience stores, and malls. They continue to try to create the image of smokers being cool and are considered the biggest reason for young smokers.



2 Apple Uses Slave Labor

Apple relies on child slave labor that is working in dangerous conditions, for ten hours each day while being exposed to cancerous vapors. The conditions at the manufacturing plant Foxconn are bad enough that they had to install “anti-suicide nets”. The workers live in horrible conditions and experience unreasonable workloads and humiliating discipline. Apple has reduced some of their work with Foxconn, but they still rely primarily on them. Apple also used Irish tax loopholes to avoid some taxes.



5 Chevron Spills Toxic Waste

Chevron has attempted to avoid millions of dollars' worth of taxes plus 18 years' worth of unethical business practices. When they dumped billions of gallons worth of toxic waste into the Ecuadorian rainforest, they were sued and tried to deny their involvement even though there was plenty of solid evidence. They even filed a letter from Ecuador's ambassador that claimed to dismiss the lawsuit and worked to discredit the judge, delaying the suit for two years.



3 Monsanto Relies on Toxic Chemicals

Monsanto created Agent Orange, a chemical weapon used in Vietnam that still affects the population today. Currently the company works in GMO foods and owns the vast majority of seed patents (more than 95 percent). They sue small farmers aggressively and work to discredit dissenters by using fake online profiles.

[Click here to view the remainder of the 10 Unethical Businesses.](#)

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17 Business Models Shaking up the Marketplace



Innovative angle: A platform for learning about anything
Skillshare launched as an à la carte education marketplace — experts could teach a class on any subject and anyone could attend, for \$30 or \$25. But this past March, Skillshare pivoted to a \$10 per month, all-you-can-eat model. And unlike most education startups, Skillshare doesn't use professors from top-notch universities; you need not be a Ph.D. to be able to teach something useful. And on the student side of things, it's easy — and relatively inexpensive — to become a lifelong learner.

Lesson: Leverage the intelligence and experience of normals to create a massive intellectual marketplace.



Stitch Fix
Innovative angle: Personal styling made smarter by data and trendy part-time fashionistas
Founder and CEO Katrina Lake says Stitch Fix's “combination of the art and science” hasn't been seen before in retail industry.” Her startup's proprietary algorithm is constantly processing the responses to new user style surveys — and feedback on the items they receive — to help Stitch Fix's 300+ part-time stylists in California and Texas assemble “fixes” (boxes of five items) that users are almost guaranteed to love.

Lesson: A product that uses smart data to surprise and delight — and save consumers time — is a win.



Warby Parker
Innovative angle: Cutting out the middleman — especially a behemoth one — and transforming a medical device into a fashion accessory
The influence of Warby Parker is undeniable, and tech reporters everywhere are reminded of that daily when they're pitched “The Warby Parker for [insert stable industry here]” (“Warby Parker's undercutting of the Luxottica empire's price points and special collections has earned glasses-shopping into something more like shoe shopping. They're only \$95, so sure, I'll take a pair in blue, too.”)

Lesson: Change the way people see an industry.

To see all 17 Business Models Shaking Up the Marketplace, [click here.](#)



Paperless Post
Innovative angle: Reinventing the world of stationery, by taking it online, then back offline
Paperless Post started in 2008 as the U.S. Postal Service's biggest enemy — it encouraged people to email invitations and announcements, made pretty with hundreds of design templates. The site was free to use, though premium templates and envelope liners required prepaid “Credits.” In late 2012, to open another revenue stream, Paperless Post embraced paper after all, letting customers design a card at PaperlessPost.com and then send it electronically, via snail mail, or both.

Lesson: Aesthetic matter.

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What Business Can Learn From Military Transitions

Sometimes you can learn more by going outside of your industry and, in this case, outside of the business world. Below is the Military Veteran Career Transition System which includes specific details of how they handle transitions. And, while Veterans aren't facing the same legal and financial planning issues that business owners are, it's interesting to note the timelines and the mentoring aspects of this system. The challenge to you is to create your own system and develop an overview like this to keep you on track. It will help you create a better plan.

The Military Veteran Career Transition System (MVCTS)

Phase 1	Phase 2	Phase 3	Phase 4	Phase 5	Phase 6
Transition Checklist	Transition Plan	Transition Roadmap	Transition Training	Transition Mentoring	Transition Execution
WHEN	WHO	WHAT	HOW	WHICH	ACT
24-18 months	18-12 months	12-9 months	9-6 months	6-3 months	90-30 days
TAP / E-TAP Course (1 Week)	Seminar & Workshop	Seminar & Career Counseling Workshop (You have questions)	Training Blocks: 1. Employment 2. Entrepreneur 3. Education 4. Retirement 5. Overseas 6. V.Warrior	Mentoring Matching Workshop (You have answers)	Building Relationships

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