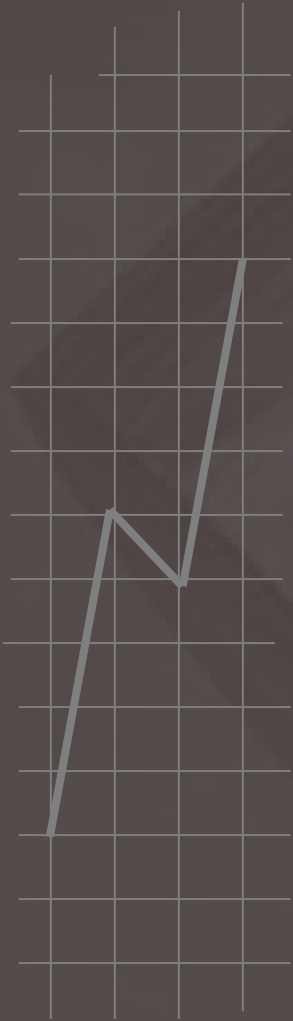
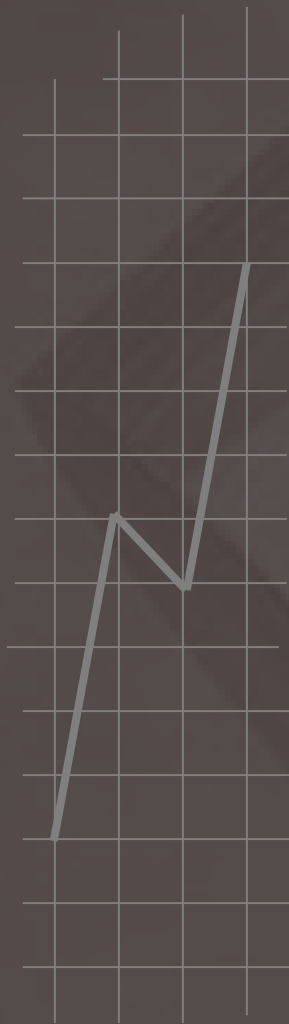




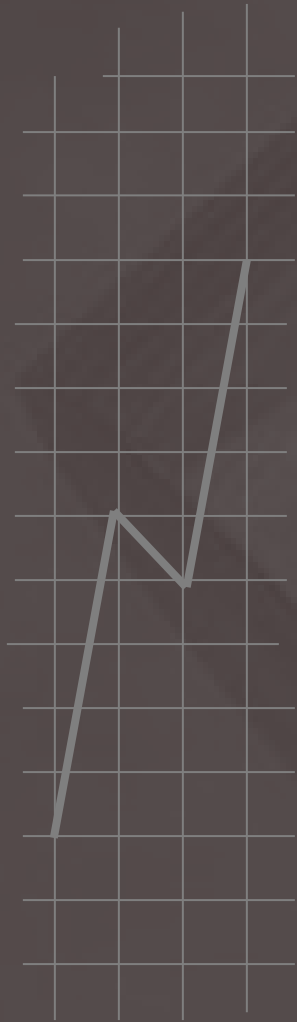
**You can hire  
an employee,  
but you can't  
hire a  
manager**



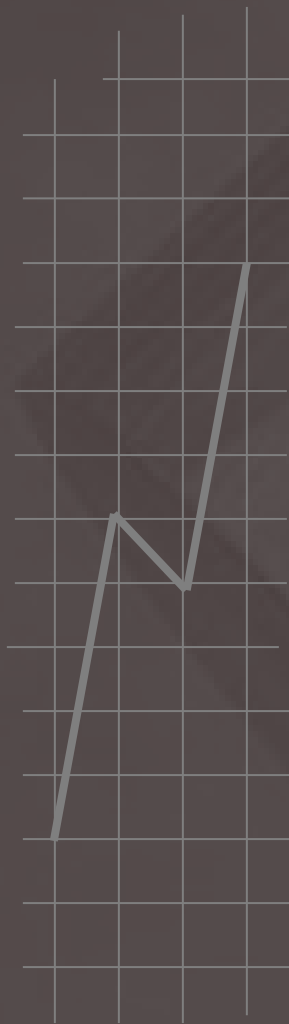
- The cream of managers will float to the top; you can tell by the way they handle themselves and their business.
- The key tasks will float to the top; if not attended to they can sour everything.

- 
- Time management
  - Day long course; you learn how to get more done
  - You took the course because you were likely taking care of things your subordinates should be taking care of

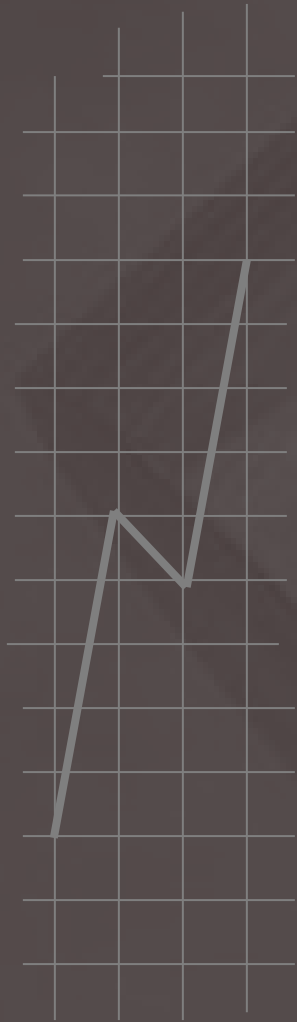
- The “owner’s” manual
- What do you need to do on a daily, weekly, bi-weekly, monthly, quarterly, semi-annual, annual basis?



- What is necessary for a profitable business?
- What parts are the indirect responsibility of the owner?
- What parts should be the direct responsibility of the owner?

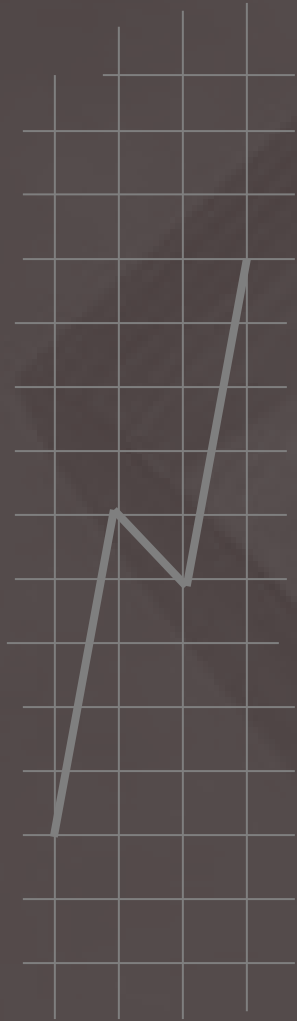


- With a self evaluation, what components do you need help with?
- What kind of help do you need?
- Mentee or mentor
- Local advisory group

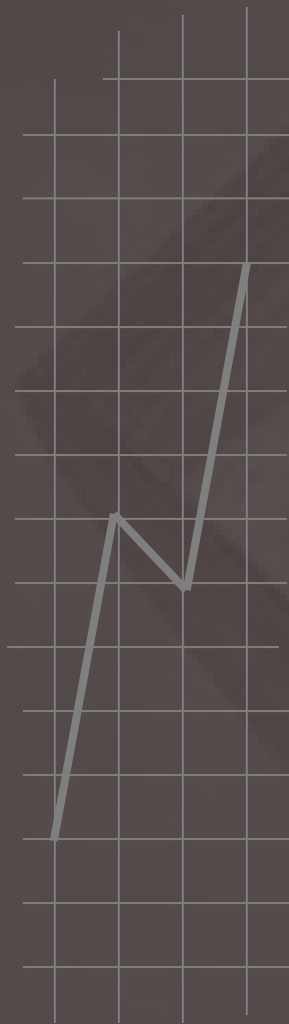


- With your assistant managers/key staff
- Issues and concerns
- Reports of tasks in progress
- What opportunities do they see?
- Proactive or reactive?
- Eliminate the “no action” reports

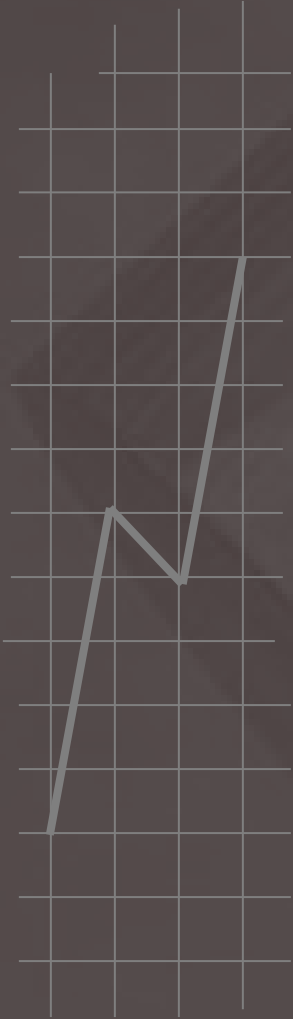
- When you bring a problem to my attention, are you bringing the solution with you? Or, are you still a part of the problem?



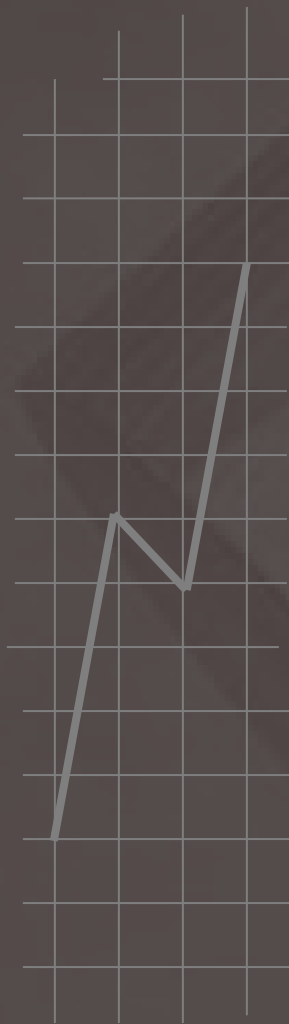




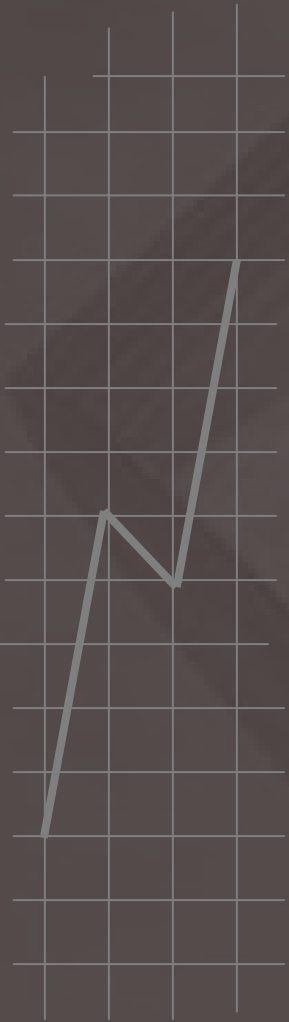
- Financial
- Daily reports per location
- Day, week, month sales comparison
- Expenses – exceptions
- Budget and cashflow
- Open to buy
- “Lock down” the audit process
- Random till audit; random full money audit



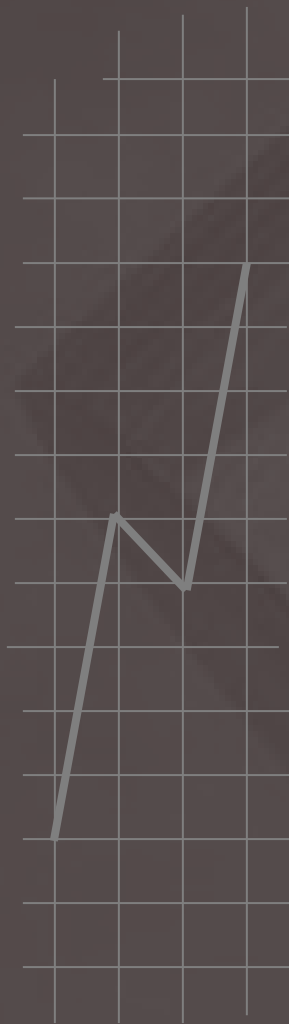
- Financial metrics
- Sales per square foot
- Lines per ticket
- Sales per hour
- Personal productivity ratio

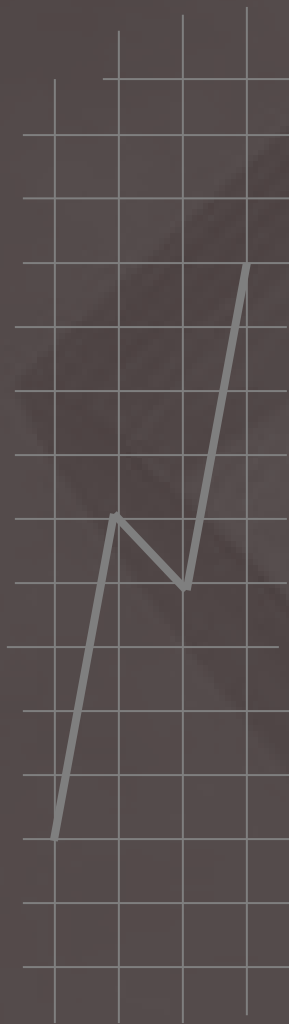


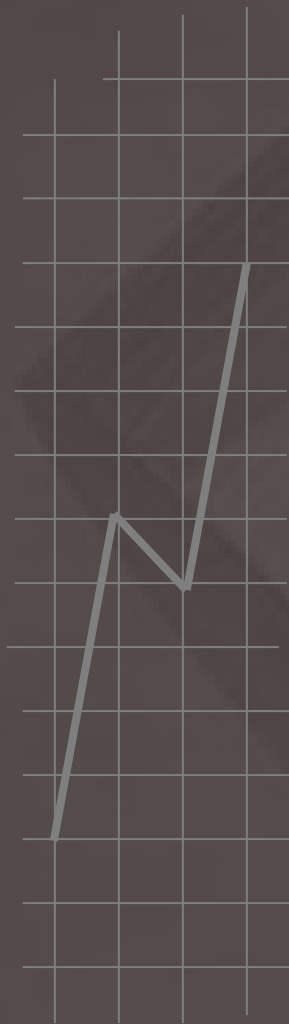
- Merchandising
- Entrances
- Displays in major aisles and entrances
- Signage
- Conversion rate



- Appearance of the business
- Exterior – from the road
- 53% of the impression of a business is gained from when the business is first seen
- Predatory Marketing *Beemer*
- Staff
- Interior

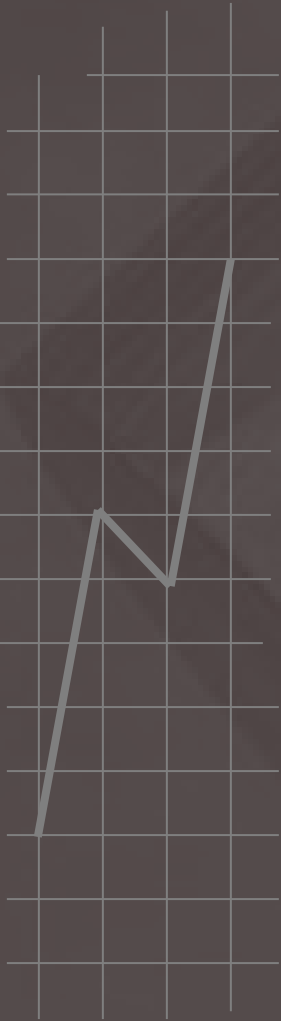
- 
- Are your key subordinates working 'full time'?
  - Who has the "keys" to the business?
  - What issues do you accept and decide, that should be handled by the subordinate?

- 
- Staff meetings –
  - Before or after hours
  - Bi-weekly, one hour, required attendance
  - Written agenda and written test
  - Everyone takes a turn at teaching
  - Utilize 'carrots' to solve problems and drive the business

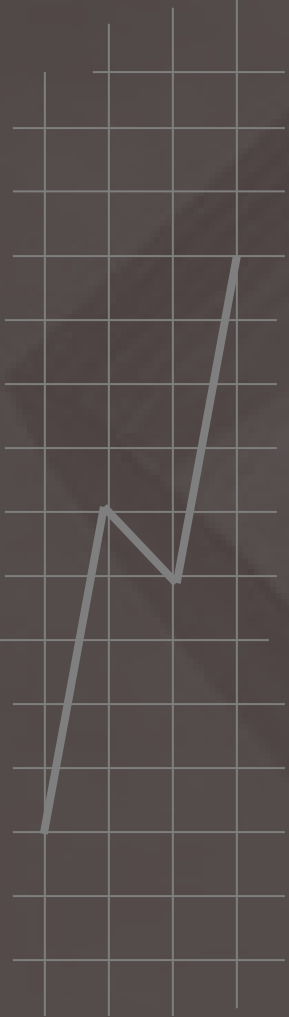


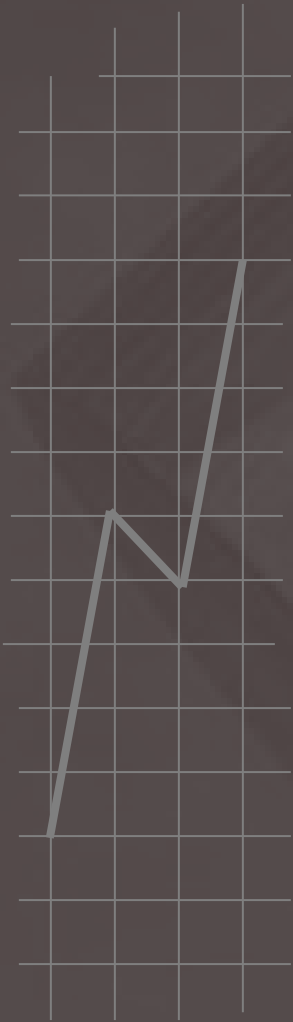
- Advertising
- \$20 to get a new customer; \$4 to keep an existing customer
- Advertising – talking to public  
Promoting – talking to your customers
- Advertising is trying to get rid of what you've got  
Promoting is having what you can get rid of

- Study the competition
- You can't beat them if you don't know what they are doing

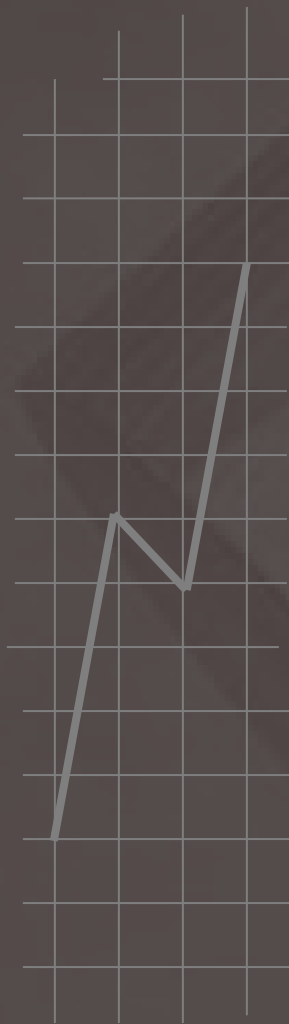




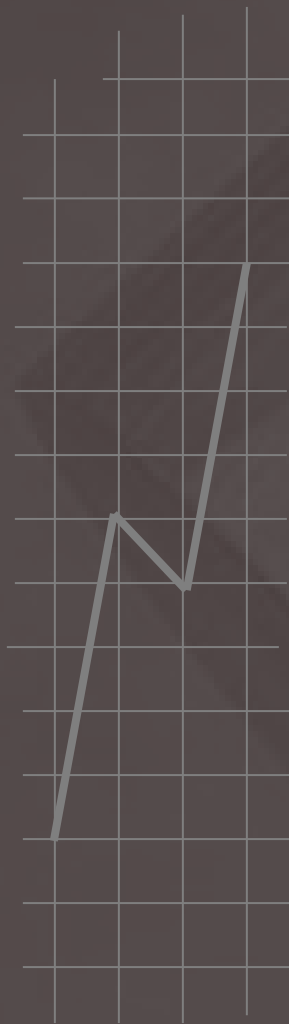
- 
- The business plan
  - The vision
  - The mission
  - The management/personnel
  - The financials

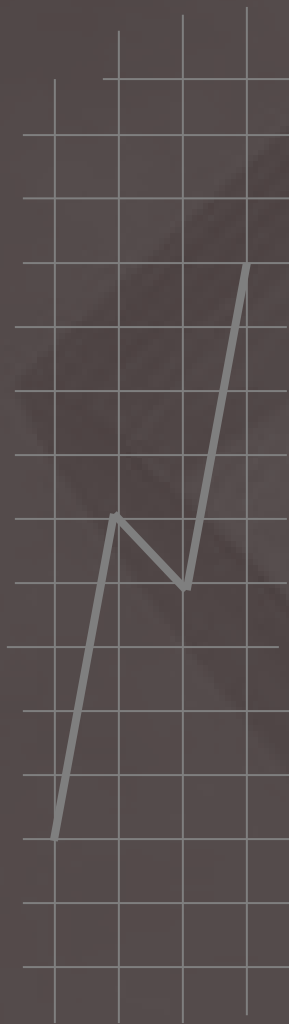


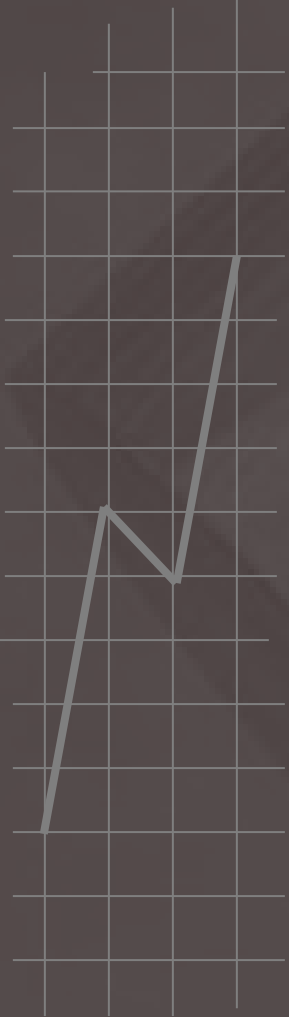
- Your daily routine –
- Loss prevention and control
- What you drive
- Where you park
- When you eat
- Day off
- Civic club participation

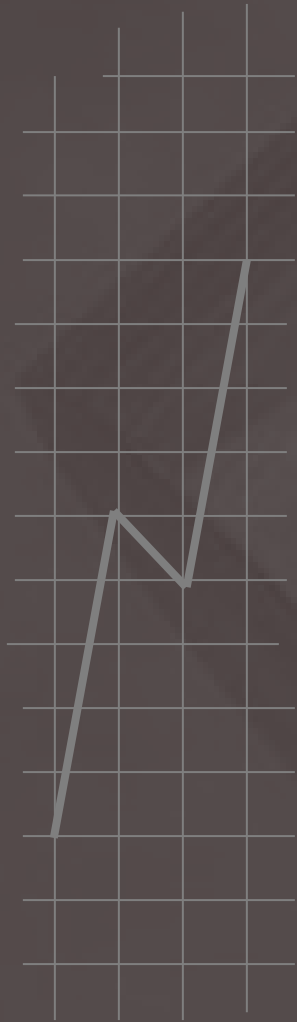


- Not a one time achievement
- Pace yourself
- Not trying to get everything done in one day
- Enjoy the business, staff, and customers
- Invest in yourself

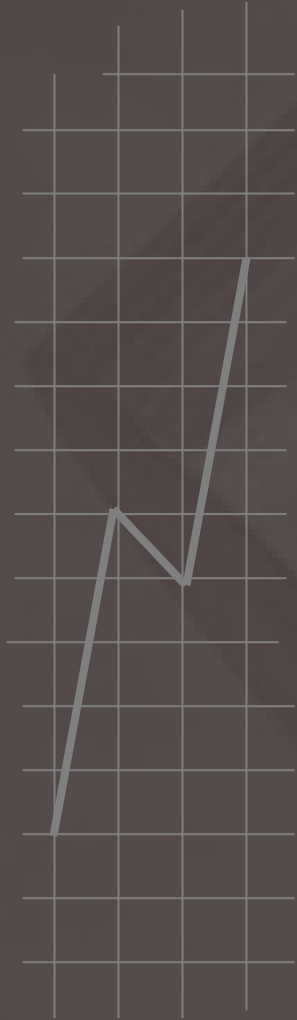
- 
- Book suggestions:
  - Flight of the buffalo *Belasco & Stayer*
  - Why people don't do what they're supposed to and what to do about it *Fournies*
  - Why we buy *Underhill*
  - Conversion *Ryski*

- 
- Book suggestions:
  - I quit, but forgot to tell you *Kabachnick*
  - It's OK to ask 'em to work *McNair*
  - Please don't just do what I tell you *Nelson*
  - The carrot principle *Gostick & Elton*

- 
- Your homework assignment:
  - List the components discussed today
  - With each list, define your strengths and weaknesses
  - Define your goals
  - Prioritize
  - Act on this accordingly



- “That” employee with issues
- Issues with appointments
- Issues with children
- Issues with their car
- Issues with life
- “Leave your problems at the threshold when you come to work”
- It is good advice when you are walking out the door at the end of the day



# Closing Points



## Shay's Way

Small Businesses don't die, they just commit suicide!



by Tom Shay

Many retailers would think the event that would most affect their businesses would be the opening of a competitor within their trade area. It could be a Target, K-Mart, Wal-Mart, Home Depot, or even a specialty retailer. When this does occur, most retailers go into a defensive mode, planning how they can protect their market. And in those situations where the retailer fights the competition for a period of years, only to eventually close, it is said, "the big stores put him out of business."

This scenario has occurred thousands of times, and not just in this industry. It is, however, the last statement that is not true. What caused the business to close occurred within the four walls of the business, for retailers don't die; they just commit suicide!

Statistics do not lie. If there were 100 businesses opening on January 1, there would be only five left to celebrate their fifth anniversaries. Of the five remaining, two or three would continue to the 10-year mark. What happens, and why? What happened within the four walls of the business was a series of events: inactions and incorrect actions, all a part of the list of fatal mistakes. For most businesses, it takes a combination to become fatal. In some cases, it takes only one. What are the 10 fatal mistakes? More important, what can you do about them so you will have a need to be attending this event in 10 years?

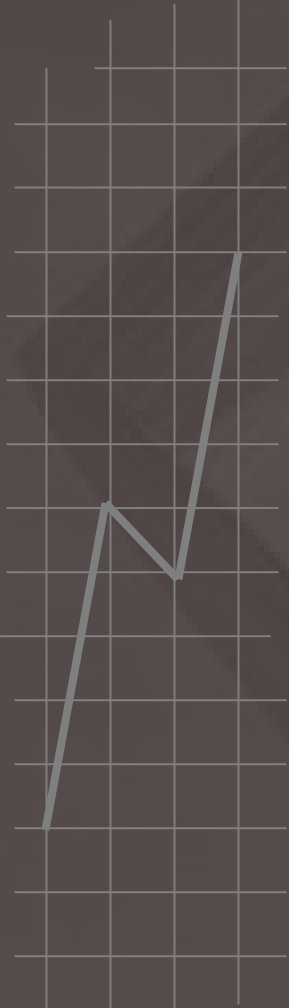
**Mistake #1 – Cashflow management.** If you are just starting your business, determine how much money it will take to purchase your initial inventory, equipment, fixtures, and leasehold improvements. Then assume you will not sell any inventory for 12 to 18 months; how much will it cost to operate the business for that time period? Will you have enough money to pay your insurance, utilities, payroll and other expenses for that time period?

Too often business owners plan to have enough money to get started; but when sales do not meet their objectives, they begin to experience cashflow shortages. The business is in trouble within the first year, and all of the plans become useless. If you have the necessary money set aside, you can continue to adjust your business plans without concern for needing a "quick fix." Cashflow management is also necessary for the retailer who has been in business for many years. Unfortunately, most businesses look at their financial sheets only as historical data. They receive the balance sheet and income statement from an accountant, give them a quick look, and then file them away.

If that same business were going to borrow money from a bank, it would be consulting with an accountant and creating a cashflow chart.

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Crisis management:  
Spending more than  
15% of your day  
solving problems that  
did not exist when  
your day started