

Advisors to Innovative Food and Beverage™

The Evolution of Your Business

Moss Adams, Los Angeles, CA – September 14, 2011







25 Years of Learning

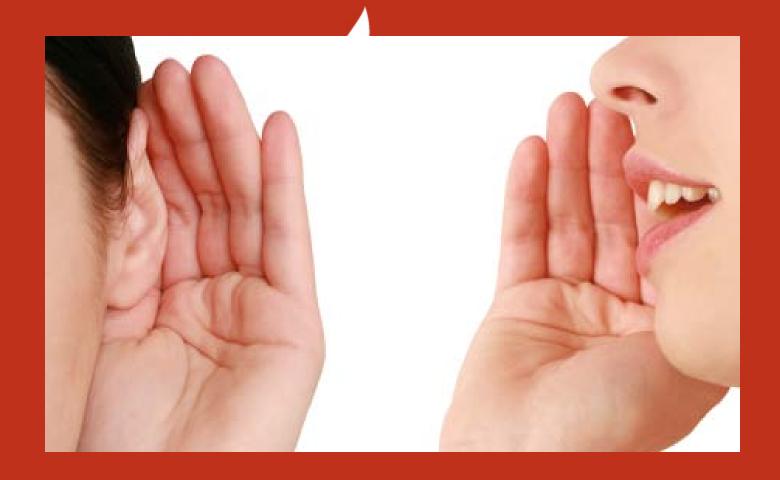
















40,000

2.6

10%











Dissonance in your organization can cause sooo much trouble...















You don't know if you're winning or losing if you can't keep score



























I have not failed, I have merely found ten thousand ways that won't work

- Thomas Edison





The universe is made up of stories, not atoms
- Muriel Rukeyser



Take Aways...

- Trust your gut and verify
- Develop a culture where any idea is considered a potentially good idea
- The foundation for team building is trust bad news first, full disclosure, no surprises no any fear of retribution don't shoot the messengers!
- Effective organizations change their designs over time based on the variables that effect them; leadership skills, team size, sales & distribution strategy, infrastructure and systems, etc.
- Try to eliminate power control, top-down, silos and anything that gets in the way of direct communication throughout the organization
- ▶ Businesses often succeed or fail based on the strength and depth of the middle management; have people in place when you need them hire slow, fire fast and make sure everyone is a good fit no bad apples!
- Develop a realistic and integrated three year financial model and then use it monthly Balance Sheet, Income Statement and Cash Flow
- Implement detailed sales and cash flow systems, on a rolling 6-8 weeks basis, that tie back to your budget and then conduct weekly meetings that include everyone that is involved hold people accountable
- Maintain a very healthy sense of humor and don't take anything too seriously when times are tough, remember, this too shall pass...



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