



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%





PROGRESS PRIDE INTEGRITY SUPPORT
ACCOUNTABILITY TEAMWORK TRUST
RESPECT COURAGE LEADERSHIP DIVERSITY
HONESTY PASSION COMMUNICATION
VALUES
LEADERSHIP RESPECT
QUALITY COMMITMENT RELIABILITY
PERFECTION VISION PROGRESS CAPABILITY
POTENTIAL EXCELLENCE OPENNESS
SUPPORT CONFIDENCE SIMPLICITY



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





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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!
- ✎ Keep your head out of the sand and pay attention to what's important
- ✎ Develop a realistic and integrated three year financial model *and* then use it monthly – Balance Sheet, Income Statement *and* Cash Flow
- ✎ Keep your investors and bankers current on critical business indicators
- ✎ 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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