

Tom Peters'

EXCELLENCE!

“THE WORKS”

A Half-Century's Reflections/1966-2016

Chapter NINE:

LOSERS/WINNERS

THE AGE OF SMALL/ISH

01 January 2016

(10+ years of presentation slides at tompeters.com)

Contents/“The Works”/1966-2016/EXCELLENCE!

- Chapter ONE: Execution/The “All-Important Last 95%”**
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- Chapter FOURTEEN: You/Me/The “Age of ‘BRAND YOU’/‘Me Inc.’”**
- Chapter FIFTEEN: Women Are Market #1 For Everything/
Women Are the Most Effective Leaders**
- Chapter SIXTEEN: Leadership/46 Scattershot Tactics**
- Chapter SEVENTEEN: Avoid Moderation!/Pursue
“Insanely Great”/Just Say “NO!” to Normal**
- Appendix: Library of Best Quotes**

STATEMENT OF PURPOSE

This—circa January 2016—is my best shot. It took 50 years to write! (From 1966, Vietnam, U.S. Navy ensign, combat engineer/Navy Seabees—my 1st “management” job—to today, 2016.) It is ... **“THE WORKS.”** THE WORKS is presented in PowerPoint format—but it includes 50,000++ words of annotation, the equivalent of a 250-page book.

The times are nutty—and getting nuttier at an exponential pace. I have taken into account as best I can (there really are no “experts”) the current context. But I have given equal attention to more or less eternal (i.e., human) verities that will continue to drive organizational performance and a quest for EXCELLENCE for the next several years—and perhaps beyond. (Maybe this bifurcation results from my odd adult life circumstances: 30 years in Silicon Valley, 20 years in Vermont.)

Enjoy.

Steal.

P-L-E-A-S-E try something, better yet several somethings.* ** *** *****

*Make no mistake ... **THIS IS A 17-CHAPTER BOOK** ... which happens to be in PowerPoint format; I invite you to join me in this unfinished—half century to date—journey.

**My “Life Mantra #1”: WTTMSW/Whoever Tries The Most Stuff Wins.

***I am quite taken by N.N. Taleb’s term “antifragile” (it’s the title of his most recent book). The point is not “resilience” in the face of change; that’s reactive. Instead the idea is proactive—literally “getting off” on the madness per se; perhaps I somewhat anticipated this with my 1987 book, *Thriving on Chaos*.

****Re “new stuff,” this presentation has benefited immensely from Social Media—e.g., I have learned a great deal from my 125K+ twitter followers; that is, some fraction of this material is “crowdsourced.”

***** ***I am not interested in providing a “good presentation.” I am interested in spurring practical action. Otherwise, why waste your time—or mine?***

Note: There is considerable **DUPLICATION** in what follows. I do not imagine you will read this book straight through. Hence, to some extent, each chapter is a stand-alone story.

Epigraphs

“Business has to give people enriching, rewarding lives ... or it’s simply not worth doing.” —Richard Branson

“Your customers will never be any happier than your employees.” —John DiJulius

“We have a strategic plan. It’s called ‘doing things.’” —Herb Kelleher

“You miss 100% of the shots you never take.” —Wayne Gretzky

“Ready. Fire. Aim.” —Ross Perot

“Execution is strategy.” —Fred Malek

“Avoid moderation.” —Kevin Roberts

“I’m not comfortable unless I’m uncomfortable.” —Jay Chiat

“It takes 20 years to build a reputation and five minutes to ruin it.”
—John DiJulius on social media

“Courtesies of a small and trivial character are the ones which strike deepest in the grateful and appreciating heart.” —Henry Clay

“You know a design is cool when you want to lick it.” —Steve Jobs

“This will be the women’s century.” —Dilma Rouseff

“Be the best. It’s the only market that’s not crowded.” —George Whalin

First Principles. Guiding Stars. Minimums.

*** EXECUTION! The “Last 99%.”**

GET IT (Whatever) DONE.

*** EXCELLENCE. Always. PERIOD.**

*** People REALLY First! Moral Obligation #1.**

*** EXPONENTIAL Tech Tsunami.**

GET OFF ON CONTINUOUS UPHEAVALS!

*** Innovate or DIE!**

WTTMSW/Whoever Tries The Most Stuff Wins!

*** Women Buy (EVERYTHING)!**

Women Are the Best Leaders! Women RULE!

*** Oldies Have (All of) the Market Power!**

*** DESIGN Matters! EVERYWHERE!**

*** Maximize TGRs!/Things Gone RIGHT!**

*** SMEs, Age of/“Be the Best,**

It’s the Only Market That’s Not Crowded”

*** Moderation KILLS!**

NEW WORLD ORDER ?!

0810/2011:

Apple > Exxon*

0724/2015:

Amazon > Walmart**

***Market capitalization; Apple became #1 in the world.**

****Market capitalization; Walmart is a “Fortune 1” company—the biggest in the world by sales.**

Phew.

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Appendix: Library of Best Quotes

Chapter SEVEN

LOSERS AND WINNERS/THE AGE OF SMALL(ISH)?

***“YOU DON’T
GET BETTER
BY BEING
BIGGER. YOU
GET WORSE.”***

***“BE THE BEST.
IT’S THE ONLY
MARKET THAT’S
NOT CROWDED.”***

**9.1 AND THE
WINNERS
AREN'T/ARE**

S&P 500

+1/-1 *

***Every ... 2 weeks!**

I was flabbergasted by this. The S&P 500 defines the USA economy. The BIGGEST of the BIG guys. And yet one drops off the list ...

EVERY 2 WEEKS.

Wow!

Talk about churn/

Instability!

“I am often asked by would-be entrepreneurs seeking escape from life within huge corporate structures, ‘How do I build a small firm for myself?’ The answer seems obvious



“I am often asked by would-be entrepreneurs seeking escape from life within huge corporate structures, ‘How do I build a small firm for

*myself?’ The answer seems obvious: **Buy a***

very large

one and just

wait.”

—Paul Ormerod, *Why Most Things Fail:*

Evolution, Extinction and Economics

“Mr. Foster and his McKinsey colleagues collected detailed performance data stretching back 40 years for 1,000 U.S. companies. They

found that **NONE** of the long-term survivors managed to outperform the market. Worse, the longer companies had been in the database, the worse they did.”

—Financial Times

***“It’s just a
fact: **Survivors**
underperform.”***

—Dick Foster

"Data drawn from the real world attest to a fact that is beyond our control: EVERYTHING IN EXISTENCE TENDS TO DETERIORATE."

—Norberto Odebrecht, *Education Through Work*

Big company performance is, shall we say, problematic. (I could provide a hundred more equally compelling slides.)

***“YOU DON’T
GET BETTER
BY BEING
BIGGER. YOU
GET WORSE.”***

“I don’t believe in economies of scale. You don’t get better by being bigger. You get worse.”

—Dick Kovacevich

Kovacevich, now retired, was the long-time CEO of Wells Fargo. While he made numerous acquisitions, he never saw size per se as a solution to the excellence puzzle.

Quite the contrary.

(2 slides, latter is full quote.)

“NOT A SINGLE COMPANY THAT QUALIFIED AS HAVING MADE A SUSTAINED TRANSFORMATION IGNITED ITS LEAP WITH A BIG ACQUISITION OR MERGER. Moreover, comparison companies—those that failed to make a leap or, if they did, failed to sustain it—often tried to make themselves great with a big acquisition or merger. They failed to grasp the simple truth that while you can buy your way to growth, you cannot buy your way to greatness.”

—Jim Collins/*Time*

“When asked to name just one big merger that had lived up to expectations, Leon Cooperman, former cochairman of Goldman Sachs’ Investment Policy Committee,

answered: I’M SURE THERE

ARE SUCCESS STORIES

OUT THERE, BUT AT THIS

MOMENT I DRAW A

BLANK.”

—Mark Sirower, *The Synergy Trap*

**M & A success rate as
measured by adding value to the**

acquirer: 15%

Source: Mark Sirower, *The Synergy Trap*

And, not to go off on a tangent—big mergers and acquisitions sure ain't the answer.

“Almost every personal friend I have in the world works on Wall Street. You can buy and sell the same company six times and everybody makes money, but I’m not sure we’re actually innovating.

... Our challenge is to take nanotechnology into the future, to do personalized medicine ...” —Jeff Immelt

A damning comment. Made in 2005.

**Immelt in recent years has placed his legacy
bet on organic innovation.**

Bravo.

Spinoffs ...

***systematically perform
better than IPOs ... track
record, profits ... “freed
from the confines of the
parent ... more
entrepreneurial, more nimble”***

—Jerry Knight/ *Washington Post*

Spin-offs work.

Spin-offs mock enormity.

Spin-offs celebrate focus.

By definition, a spin-off is a less than attractive bit of a giant company. Yet when these “dogs” are let off the leash their performance tends to improve—often dramatically.

Just another paean to the (severe) limitations of size.

**9.2 AND THE
WINNERS
AREN'T/ARE**

**THE RED
CARPET
STORE**

(Joel Resnick/Flemington NJ)

My favorite company. (No kidding.) They provide the red carpet for the Oscars, etc., etc., etc.

**They DOMINATE!
OWN their niche.**

Cool.

VERY cool.

(My kinda folks.)

Dry Basement Science

What to Have Done... *and Why*

*** Basement Systems Inc.**

(Larry Janesky/Seymour CT)

*** *Dry Basement Science***

(100,000++ copies!)

*** 1990: \$0; 2003: \$13M;**

2010: \$80,000,000

Makes me tingle.
What a dreary business.
Apparently.
Not to Janesky.

Seymour CT.
Basement Systems Inc.

Gets mold/dampness out of basements
—hence they become fit for storage or as
family room. (I.e., de facto adds a room to
your house!)

\$80 million+.

Growing fast.

Paragon of Excellence.

Even a bestselling book on dry basements!!

The Magicians of Motueka (PLUS)!

W.A. Coppins Ltd.*
**(Coppins Sea Anchors/
PSA/para sea anchors)**

*Textiles, 1898; thrive on **“wicked problems”**
—e.g., **U.S. Navy** STLFAST (Small To Large Vehicle At Sea
Transfer); custom fabric from **W. Wiggins Ltd.**/Wellington
(specialty nylon, “Dyneema,” from **DSM**/Netherlands)

More **VERY** cool: Motueka, New Zealand, is a peanut-sized town. (Very near where I live in the North American winter.) But it sports **BEST-IN-WORLD** in the high-value-added business of sea anchors. Clients include the U.S. Navy and the Norwegian government.

Grooves on, to use its term ... **“wicked problems.”**

(I organized a keynote speech to New Zealand’s business and government leaders around W.A. Coppins—an exemplar of global business “domination” in a small corner of a small country.)

Aizenkobo

Indigo

Workshop

VERY small business.

Kyoto.

Masters of INDIGO.

Perhaps best in the world at what they do.

The chief is a global indigo guru—lecturing around the world.

Going “Social”: Location and Size Independent

“Today, despite the fact that we’re just a little swimming pool company in Virginia, we have the most trafficked swimming pool website in the world. Five years ago, if you’d asked me and my business partners what we do, the answer would have been simple, ‘We build in-ground

fiberglass swimming pools.’ Now we say, ‘We

are the best teachers

... in the world ... on the subject of fiberglass swimming pools, and we also happen to build them.”

A small swimming pool firm takes to social media with a vengeance and becomes a major

(world!) force in its market space.

Cool.

VERY cool.

**WHITE-COLLAR SURVIVAL STRATEGY #1:
Department as Smallish/Entrepreneurial
BUSINESS**

**E.g.: Training Inc., a 14-
person unit* in a 50-person HR
department in a \$200M
business unit in a \$3B
corporation—aiming for
Excellence & WOW!**

***PSF/** Professional Service Firm (See my ...

*Professional Service Firm 50: Fifty Ways to Transform Your “Department” Into
A Professional Service Firm Whose Trademarks Are Passion and Innovation.)*

Tom
Peters

The Professional Service Firm 50: Fifty Ways to Transform Your "Department" into a Professional Service Firm Whose Trademarks Are Passion and Innovation!

the
professional
service firm
50

FIFTY WAYS TO TRANSFORM YOUR "DEPARTMENT"
INTO A PROFESSIONAL SERVICE FIRM WHOSE
TRADEMARKS ARE PASSION AND INNOVATION!



“PSF-ing” : “We (the gang until recently described as a ‘training department’) aim to be no less than the best in our world”—as benchmarked, in this case, against the best and most creative training firms in the industry/world. (WHY NOT??)

(“PSF-ing”): The standard “department” is an endangered species. But there is an answer, “The PSF/Professional Service Firm Answer.” Convert that endangered species into a ... Superstar Value-Adding WOW Machine! Seriously: W-H-Y N-O-T?)

Retail SUPERSTARS

Retail Superstars: Inside the 25 Best Independent Stores in America —by George Whalin



GEORGE WHALIN

JUNGLE JIM'S INTERNATIONAL MARKET, FAIRFIELD, OH:

“An adventure in ***‘shoppertainment,’*** begins in the parking lot

and goes on to **1,600** cheeses and **1,400**
varieties of hot sauce—not to mention 12,000 wines priced from

\$8-\$8,000 a bottle; all this is brought to you by

4,000 vendors. Customers from every corner of the globe.”

BRONNER'S CHRISTMAS WONDERLAND, FRANKENMUTH, MI, POP

5,000: 98,000-square-foot “shop” features **6,000** Christmas

ornaments, **50,000** trims, and anything else you can
name pertaining to Christmas. ...”

Lessons (for Everyone) from *Retail Superstars!*

- 1. Courses/Workshops/Demos/Engagement**
- 2. Instructional guides/material/books**
- 3. Events & Events & Events ...**
- 4. Create “Community” of customers**
- 5. Destination**
- 6. Women-as-customer**
- 7. Staff selection/training/retention (FANATICISM)**
- 8. Fanaticism/Execution**
- 9. Design/Atmospherics/Ambience**
- 10. Tableaus/Products-in-use**
- 11. Flow/starts & finishes (Disney-like)**
- 12. 100% orchestrated experience/focus: “Moments of truth”**
- 13. Constant experimentation/Pursue Little BIG Things**
- 14. Social Media/Ongoing conversation with customers**
- 15. Community star**
- 16. Aim high**
- 17. PASSION**

Incredible. I give this book to accountants and lawyers and anyone I can buttonhole. (I'd guess I've given away about 100 copies by now.)

IT AMOUNT TO 25 ACTS OF UNPARALLELED IMAGINATION— THAT DEFINE EXCELLENCE AND DIFFERENTIATION. (In, often as not, out of the way corners of the USA.)
(Customers come literally from all over the world to shop with this Magic 25.)

***“BE THE BEST.
IT’S THE ONLY
MARKET THAT’S
NOT CROWDED.”***

***From: Retail Superstars: Inside the 25 Best
Independent Stores in America, George Whalin***

I **LOVE** this sentence

—and **LOVE** the firms that embody it.

Red Carpet Store.

Basement Systems Inc.

W.A. Coppins.

Jungle Jim's International Market.

Etc.

Etc.

Thousands upon thousands of “etc.”

I love (that “L-word” again—what
can I say?) ... ***Middle-***
sized Niche-
Micro-niche
Dominators!*

***"Own" a niche through EXCELLENCE/INNOVATION!**
(Writ large: Germany's **MITTELSTAND**/See below)

Big is (VERY**) questionable. Middle-sized (**SUPERSTARS**) are the winners—time and time again.**

“Mid-sized excellence” is available to every region and nation and industry. If you can do it in Motueka, NZ, pop <500, you can do it ...

SMALL
GIANTS

***“Commodity” is a
state of mind.***

ANYTHING can be

DRAMATICALLY

differentiated.”

Buy this one, too!
Same theme.
Superb research.

***Small Giants: Companies
That Choose to Be Great
Instead of Big.***

***Small Giants: Companies that Chose to Be Great Instead of Big* (Bo Burlingham)**

“THEY CULTIVATED EXCEPTIONALLY INTIMATE RELATIONSHIPS WITH CUSTOMERS AND SUPPLIERS, based on personal contact, one-on-one interaction, and mutual commitment to delivering on promises.

“EACH COMPANY HAD AN EXTRAORDINARILY INTIMATE RELATIONSHIP WITH THE LOCAL CITY, TOWN, OR COUNTY in which it did business —a relationship that went well beyond the usual concept of ‘giving back.’

“The companies had what struck me as UNUSUALLY INTIMATE WORKPLACES.

“I noticed the PASSION that the leaders brought to what the company did. THEY LOVED THE SUBJECT MATTER, whether it be music, safety lighting, food, special effects, constant torque hinges, beer, records storage, construction, dining, or fashion.”

The author's principal lessons extracted from researching these **“Small Giants.”**

Hidden Champions* of the 21st Century: Success Secrets of Unknown World Market Leaders!

Hermann Simon (*1, 2, or 3 in world market; <\$4B; low public awareness)

**Baader (Iceland/80% fish-
processing systems)**

**Gallagher (NZ/electric
fences)**

W.E.T. (heated car seat tech)

**Gerriets (theater curtains
and stage equipment)**

**Electro-Nite (sensors for the
steel industry)**

**Essel Propack (India/tooth
paste tubes)**

**SGS (product auditing and
certification)**

DELO (specialty adhesives)

**Amorim (Portugal/cork
products)**

EOS (laser sintering)

Beluga (heavy-lift shipping)

**Omicron (tunnel-grid
microscopy)**

**Universo (wristwatch
hands)**

**Dickson Constant
(technical textiles)**

**O.C. Tanner (employee
recognition/\$400M)**

**Hoeganaes (powder
metallurgy supplies)**

A superb book—published in 2009. (Simon has been recognized as Germany’s “most influential management thinker.”)

Traits of these superstars include:

Ambitious leadership, laser-like focus, depth, innovation, globalization and extreme closeness to the customer.

Michael Raynor and Mumtaz Ahmed: *THE THREE RULES: How Exceptional Companies Think**

- 1. Better before cheaper.**
- 2. Revenue before cost.**
- 3. There are no other rules.**

(*From a database of over **25,000** companies from hundreds of industries covering **45** years, they uncovered **344** companies that qualified as statistically “exceptional.”)

Jeff Colvin, *Fortune*: “The Economy Is Scary ... But Smart Companies Can Dominate”:

They manage for value—not for EPS.
They get radically customer-centric.
THEY KEEP DEVELOPING HUMAN CAPITAL.

“Here, here” to both of these sets of conclusions—which is to say ...

I AGREE !!

**9.3 AND THE WINNERS
AREN'T/ARE
(THE FUTURE IS SMALL)**

***The Future Is Small:
Why AIM Will Be the
World's Best Market
Beyond the Credit***

Boom —Gervais Williams,
superstar fund manager (FT/1217.14:
“Research shows that new and small
companies create almost all the new
private sector jobs and are
disproportionately innovative.”)

- *Be nimble or be dead**
- *Go nano or go home** [Nano corps, or fluid self-forming groups that move from one organization to another, will get most projects done.]
- *Management is unnecessary**
- *Managers cost too much**
- *How far can you scale flat?**
- *Small is here to stay**
- *Small will be the bane of large**

Source: Ted Coine & Mark Babbitt, *A World Gone Social: How Companies Must Adapt to Survive*

**The Age of Small/Small-ish?
(Driven by context—i.e., tech change.)**

#4 JAPAN

#3 USA

#2 CHINA

#1 GERMANY

For years, even with China's astounding growth and the enormity of the American economy ... **Germany** was the world's **#1 exporter**. Though the country has slipped behind China, its startling post-crash recovery has once again been led by soaring exports.

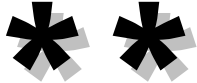
It ain't raw materials.

It ain't services.

So it must be Siemens, BASF.

Right?

MITTELSTAND*



***“agile creatures darting between the legs of the multinational monsters”** (*Bloomberg BusinessWeek*, 10.10)

**** E.g. Goldman Produktion**

***“agile creatures
darting between
the legs of the
multinational
monsters”***

Source: ***Bloomberg BusinessWeek*** on the German **MITTELSTAND**

The long-term strength of the German economy can be captured in one word, and that word is not BASF. Try ...

Mittelstand. That is, Germany's middle-sized, often high-tech firms that tend to dominate this or that well-defined global market niche.

My simple point here is that you can have a dominant economy that is not led by or overly dependent upon enormous firms.

(I am one of the very few Americans to have extensively studied the Mittelstand—Mittelstand companies were a principal feature of my 1992 book, *Liberation Management*. Typical and my favorite was Goldmann Produktion, a truly teensy tiny chemical company, with a cast of a couple of dozen—that dominated a truly tiny global niche associated with candle coloring.)

***“BE THE BEST.
IT’S THE ONLY
MARKET THAT’S
NOT CROWDED.”***

***From: Retail Superstars: Inside the 25 Best
Independent Stores in America, George Whalin***



9.4

The “Guru

Gaffes”

(Ouch!)

The “Guru Gaffes”

Big companies!
Public companies!

The “management gurus”—much as I hate the term, I guess I’m one—are idiots.

That is, we declaim on big companies, public companies, cool industries, and famous CEOs.

Meanwhile ignoring:

**SMALL COMPANIES.
PRIVATE COMPANIES.
BORING INDUSTRIES.
99 OF 100 CEOs.**

We are ... IDIOTS.

(In a presentation at tompeters.com, you’ll find my longer list of “13 Gurus Gaffes” with an analysis thereof.)

Where the +201,000 new private-sector jobs came from ...

51% Small firms

41% Medium-sized*

8% Big

Source: ADP National Employment Report/March 2011

***E.g., German MITTELSTAND**

Typical.

Not an anomaly.

(Yo “Gurus”: Listen up!)

Family Businesses

**Two-thirds of total #s
of companies**

One-half of biggest companies

>One-half GDP

>One-half employment

6% more profitable

7% better ROA

Higher income growth

Higher revenue growth

Source: John Davis, HBS

Read.

Re-read.

The real deal.

(Damn near the WHOLE deal.)

Waaaaay under-reported.

(Almost NEVER reported.)

Shame on da “gurus.”

THE DOCK DOCTORS

Custom Products & Shoreline Solutions

Every waterfront property is different, from the topography of the shoreline to exposure and water depths. Our custom products are designed and fabricated based on your specific property and recreational needs. Whether you are interested in a dock, stair system, hillside elevator, or boat lift, we will design, manufacture, and install a custom product to accommodate your desires for a perfect waterfront.

We offer innovative solutions and the most diverse waterfront product line on the East Coast. Whether your project is unusual or traditional, our years of experience consulting, designing, and manufacturing commercial projects for a variety of entities such as municipalities, marina facilities, hydro plants, engineers, and land planners. Marinas, piers, stairs, shoreside platforms, and wetland and pedestrian walkway piers, are only some of the examples of commercial projects that we specialize in.

**A Lake Champlain (Vermont) company—
with enormous reach.**

Yup ... **THE DOCK DOCTORS.**

A loooong way from Google.

Waaaaay un-cool.

(Which is Waaaaay Cool per me.)

Waaaaaaaaay off the “gurus” radar.

(Dumb.)

Just Like Us!

- * Lived in same town all adult life
- * First generation that's wealthy/
no parental support
- * “Don't *look* like millionaires, don't
dress like millionaires, don't *eat* like
millionaires, don't *act* like millionaires”
- * “Many of the types of businesses [they] are in could be classified as ‘dull-normal.’ [They] are welding contractors, auctioneers, scrap-metal dealers, lessors of portable toilets, dry cleaners, re-builders of diesel engines, paving contractors ...”

Source: ***The Millionaire Next Door***,
Thomas Stanley & William Danko

V-e-r-y normal human beings run the
vast majority of great businesses.

**9.5 A Brand New Scheme:
Kiss Stability Goodbye.
But Welcome to the Age of
Unlimited Opportunities.
If You are Committed to
Hard Work, Teamwork,
Constant Growth, and
Tap Dancing
(I.e. The Age of “Brand You”)**

**A mouthful, but I believe the wordiness
was necessary.**

“This boom, built around systems which match jobs with independent contractors on the fly, marks a striking new stage in a deeper transformation. Using the now ubiquitous platform of the smartphone to deliver labour services in a variety of new ways will challenge many of the fundamental assumptions of twentieth-century capitalism, from the nature of the firm to the structure of careers.” “The ‘on demand economy’ is the result of pairing the workforce with the smartphone.”

—*Economist*, “There’s an App For That,” 0103.15

**Re-constructing the rules-of-work.
(For better or for worse.)
FLEXIBILITY (tap dancing par excellence)
is thy name ... or else.**

“The prospect of contracting a gofer on an a la carte basis is enticing. For instance, wouldn’t it be convenient if I could outsource someone to write a paragraph here, explaining the history of outsourcing in America? Good idea! I went ahead and commissioned just such a paragraph from Get Friday, a ‘virtual personal assistant- firm based in Bangalore. ... The paragraph arrived in my in-box ten days after I ordered it. It was 1,356 words. There is a bibliography with eleven sources. ... At \$14 an hour for seven hours of work, the cost came to \$98. ...”

—Patricia Marx, “Outsource Yourself,” *The New Yorker*, 01.14.2013 (Marx describes in detail contracting out everything associated with hosting her book club — including the provision of “witty” comments on Proust, since she hadn’t had time to read the book—excellent comments only set her back \$5; the writer/contractor turned out to be a 14-year-old girl from New Jersey.)

**More disembodied work.
(Dontcha love the 14-year-old Proust
addict from Jersey?)**

“The ecosystem used to funnel lots of talented people into a few clear winners. Now it’s funneling lots of talented people into lots of experiments.”

—Tyler Willis, business developer, to Nathan Heller in **“Bay Watched: How San Francisco’s New Entrepreneurial Culture Is Changing the Country,”** *The New Yorker*, 1014.13

New rules of the (tap dancer's) game.

Tongal: 40K video makers, Super Bowl ad for Colgate-Palmolive for \$17K.

Business Talent Group/LA: Bosses on the fly

Axiom: 650 lawyers, \$100M

Mechanical Turk/Amazon: Anything!

ResearchGate/Ijad Madisch: 5M members, 10K new per day

Repeat, but important in this context:

New ways of organizing “labor” (including bosses/even CEOs)

“Temp Collectives”?

Muhammad Yunus: **“All human**

beings are

entrepreneurs. When we

*were in the caves we were all self-employed . . .
. finding our food, feeding ourselves. That’s
where human history began . . . As civilization
came we suppressed it. We became labor
because they stamped us, ‘You are labor.’
We forgot that we are entrepreneurs.”*

—Muhammad Yunus,

Nobel Laureate/The News Hour/PBS/1122.2006

Tom
Peters

REINVENTING WORK

Distinct or extinct!

the brand

you

50

FIFTY WAYS TO TRANSFORM YOURSELF
FROM AN "EMPLOYEE" INTO A BRAND THAT
SHOUTS DISTINCTION, COMMITMENT, AND PASSION!

NOT OPTIONAL: Brand You12.2015

NOTEWORTHY skill

OBSESSIVE student

FIERCE listener

UNFAILINGLY trustworthy

PEERLESS team member

CONSUMMATE networker

MAESTRO of mess/antifragile

FANATIC deadlinist

CONGENITAL enthusiast

DETERMINED leader regardless of “rank”

RELENTLESS seeker of E-X-C-E-L-L-E-N-C-E

TIRELESS pursuer of WOW!

Challenging.
But possible.
(Most likely ... NECESSARY.)

**9.6 BE THE BEST.
IT'S THE ONLY
MARKET THAT'S
NOT CROWDED.**

***“BE THE BEST.
IT’S THE ONLY
MARKET THAT’S
NOT CROWDED.”***

***From: Retail Superstars: Inside the 25 Best
Independent Stores in America, George Whalin***

Billboard ...

**ONLY 262 MILES TO
BUC-EE'S
YOU CAN HOLD IT.***

***"If I weren't already married, I'd have my wedding there." —Dallas Morning News Metro blogger**

I do ... **LOVE LOVE LOVE** ... standout SMEs.

Especially when they have turned something “trivial”* like **RESTROOMS** into a competitive advantage—and the basis for national recognition.

(*Remember mold & damp & Basement Systems Inc.)

The prior slide offers the text from a full-sized roadside billboard on an Interstate highway in Texas. (As to the “You can hold it,” well ...)

(There’s a lot more than restrooms to **BUC-EE’s**, but the super-loo is the jumping off point.)