

Managing Your Entrepreneurial CEO

Jim Johnston

Johnston Company
Lexington, Massachusetts



Them

Us

VP
Marketing

VP
Operations

CEO CFO

VP
Engineering

VP
Sales



- 1. Stories**
- 2. Stories, Ouch!**
- 3. Being Influential**
- 4. The Hunt**

About Joe

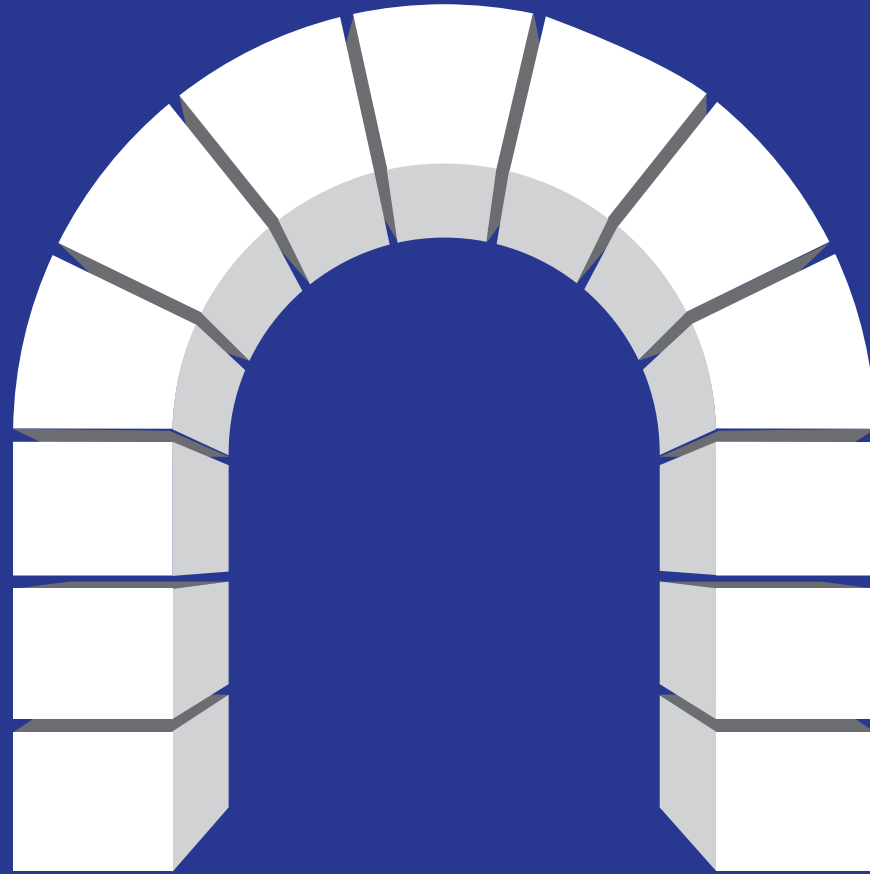
About Jim

My Office



$$130 - 123 = 7$$

Heroes



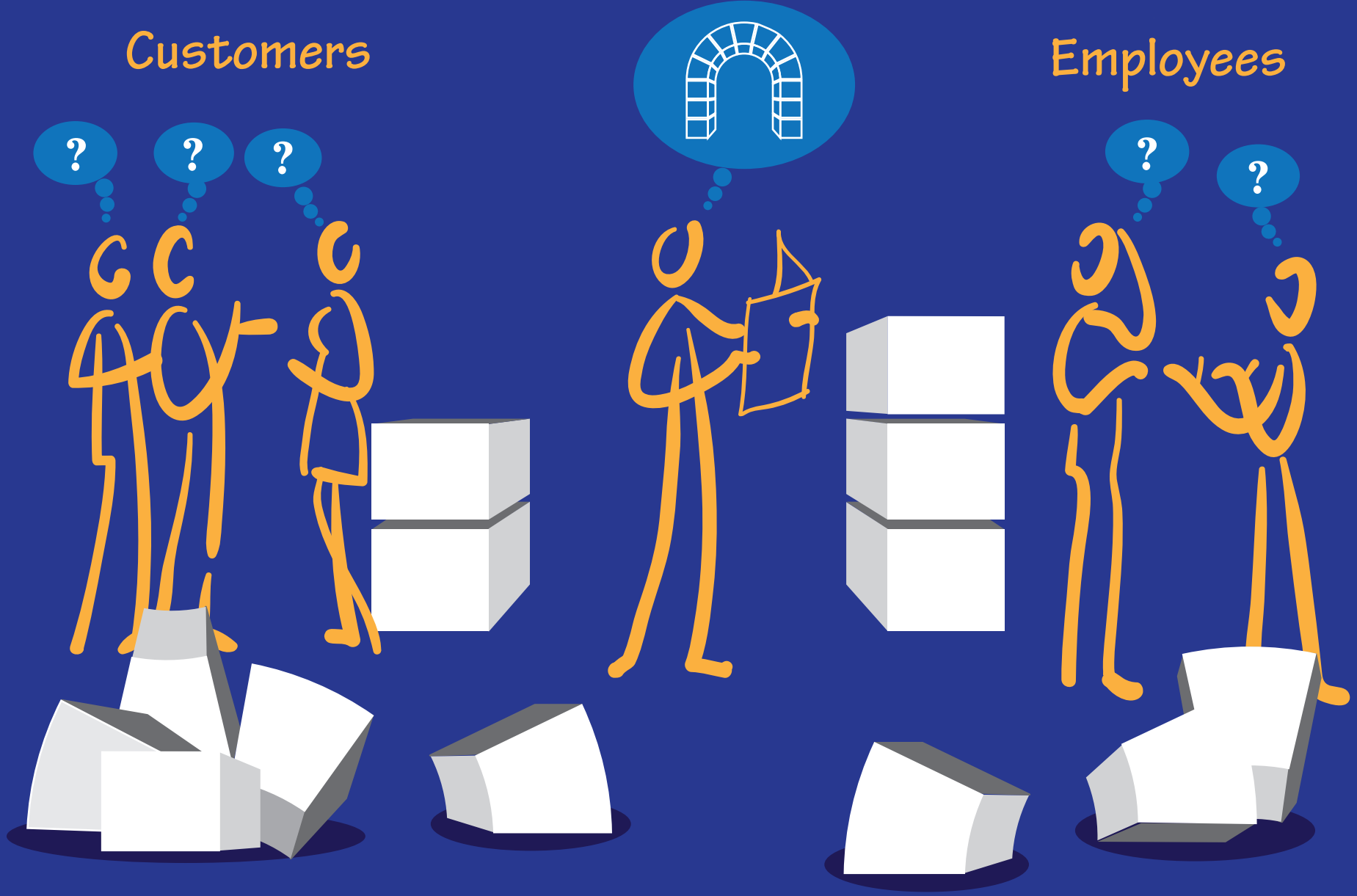
Entrepreneur

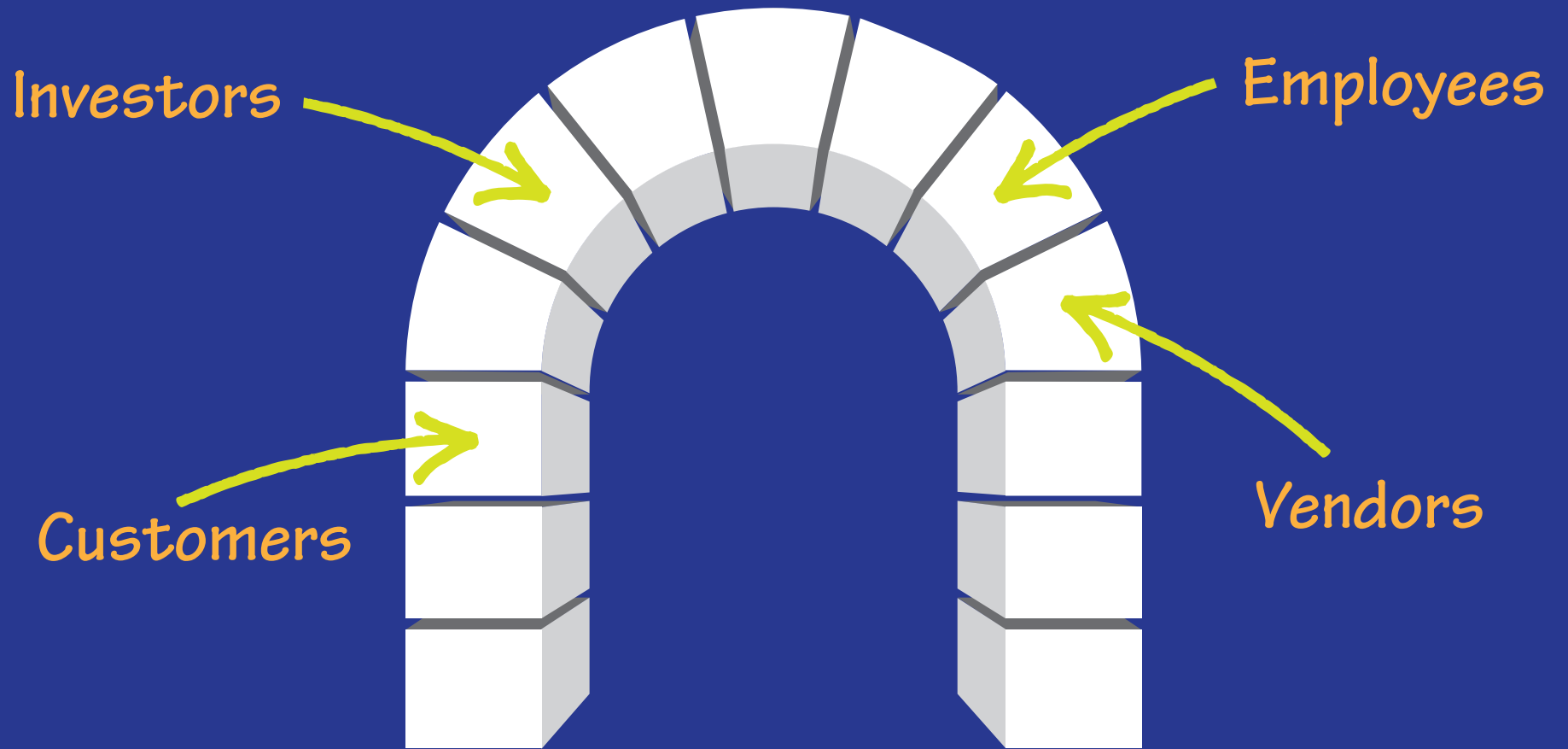
Investors

Vendors

Customers

Employees





a. Make a Lot of Money

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b. Prove Something/Create

- a. Make a Lot of Money
- b. Prove Something/Create
- c. Change the World**

- a. Make a Lot of Money
- b. Prove Something/Create
- c. Change the World
- d. Be Autonomous**

CEO

Future
Distractable
Achievement
Use Risk
Conflict
Possible
Upside
Stubborn Vision

CFO

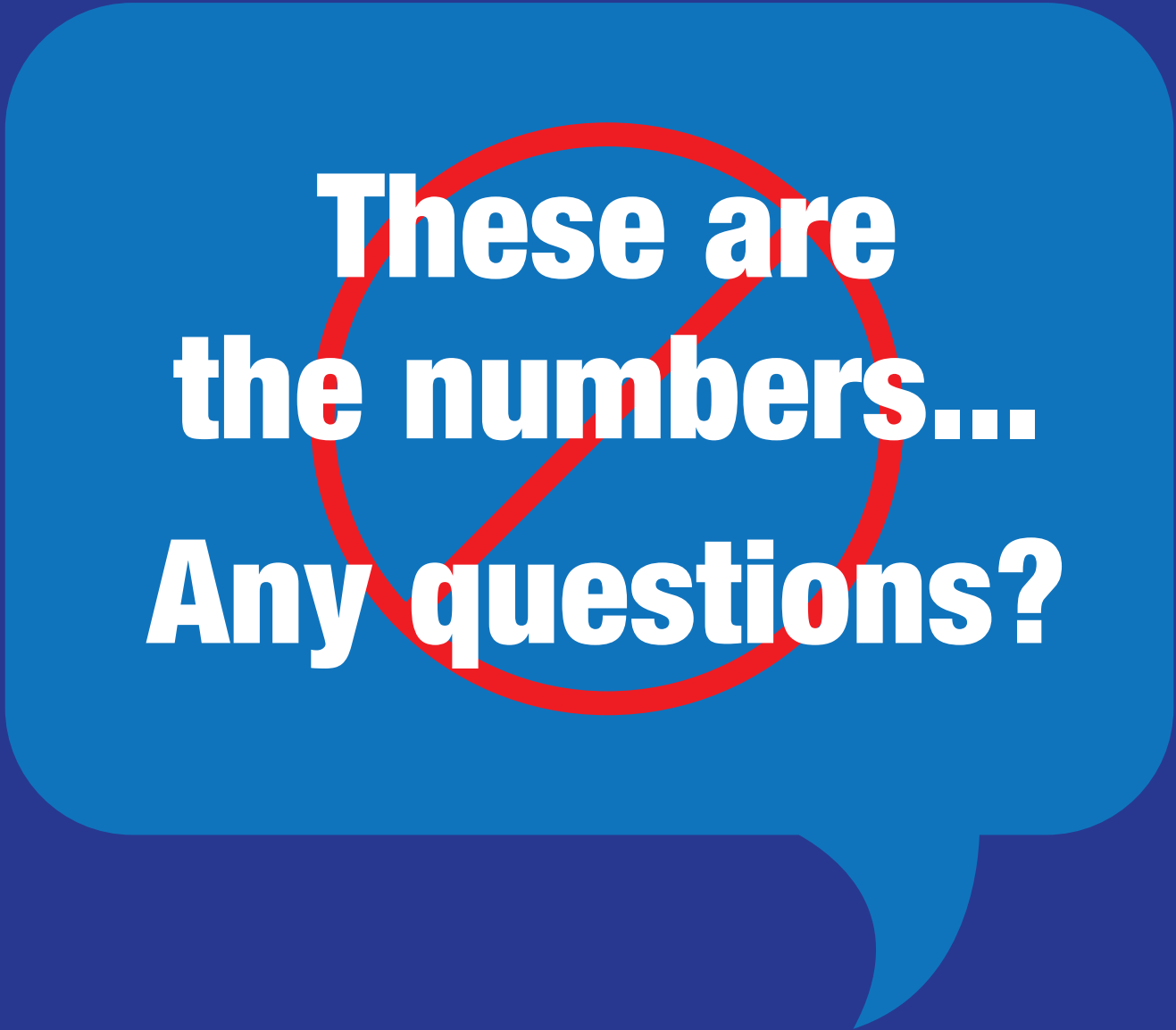
Past
Steady
Compliance
Avoid Risk
Order
Impossible
Downside
Guided by Data

“ The reasonable man adapts himself to the world. The unreasonable one persists in trying to adapt the world to himself. Therefore, all progress depends upon the unreasonable man. ”

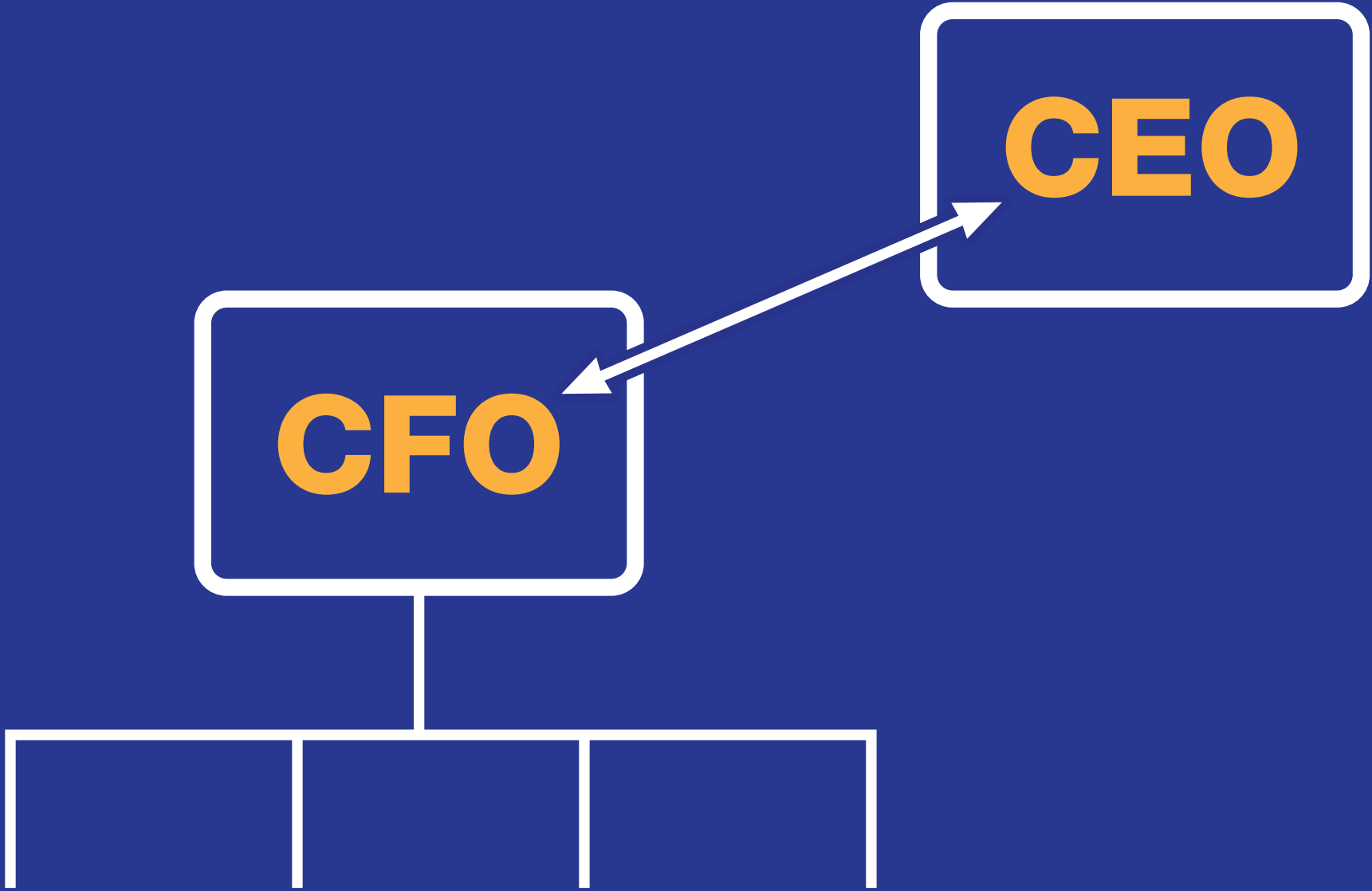
*– GB Shaw, Man and Superman:
The Revolutionists' Handbook
(from a Tom Peters presentation)*



		Income Statement				
	Sept Actual	Budget	Variance	YTD	Budget	Variance
Net Sales	2741767.33	2919424.00	-177656.67	27417673.30	25960466.80	1457206.50
				0.00	0.00	0.00
Customer Specific Expenses:				0.00	0.00	0.00
Cost of Sales				0.00	0.00	0.00
				0.00	0.00	0.00
Distribution:				0.00	0.00	0.00
Freight	121950.08	93988.00	27962.08	1219500.80	781984.40	437516.40
Courieer(FedEx)	0.00	1152.00	-1152.00	0.00	0.00	0.00
Pickup Allowances	19348.80	29288.00	-9939.20	193488.00	258650.30	-65162.30
				0.00	0.00	0.00
Total	141298.88	124428.00	16870.88	1412988.80	1040634.70	372354.10
Selling:				0.00	0.00	0.00
Allowances (Dumps,Cafes)	344.96	1900.00	-1555.04	3449.60	1512.40	1937.20
Payment Discounts	18685.79	20500.00	-1814.21	186857.90	189796.90	-2939.00
Rebates-Distributors	68978.32	83000.00	-14021.68	689783.20	743090.60	-53307.40
Rebates-Operators	35960.43	48000.00	-12039.57	359604.30	-52295.00	411899.30
Promos/Yearly Dist. Programs	38977.60	19000.00	19977.60	389776.00	873038.10	-483262.10
Ret Chan-Accrual	28524.58	20000.00	8524.58	285245.80	117778.60	167467.20
Slotting Fees/Intro Allowance	0.00	0.00	0.00	0.00	0.00	0.00
Ret Chan-Fliers/Ads/In Store Features	0.00	2083.00	-2083.00	0.00	3050.00	-3050.00
Ret Chan-Demos	39.98	0.00	39.98	399.80	5378.90	-4979.10
Dis+Account-Shows/Events	14848.83	11000.00	3848.83	148488.30	12424.00	136064.30
Showbucks	3250.50	6500.00	-3249.50	32505.00	25435.00	7070.00
Distributor-General Expenses	4088.74	6500.00	-2411.26	40887.40	48882.50	-7995.10
Account Samples	3431.51	5500.00	-2068.49	34315.10	41452.90	-7137.80
Promo Pricing	0.00	0.00	0.00	0.00	12379.00	-12379.00
Spoilage Allowance	0.00	400.00	-400.00	0.00	29263.10	-29263.10
Plant Tour/Presentation Costs	0.00	300.00	-300.00	0.00	0.00	0.00
Donations	436.75	0.00	436.75	4367.50	8890.20	-4522.70
Rebates-Dist. Paid to Individuals	4664.50	3604.00	1060.50	46645.00	47745.00	-1100.00
Total Selling	222232.49	228287.00	-6054.51	2222324.90	2107822.20	114502.70



**These are
the numbers...
Any questions?**



Don't

Don't Bore

Don't Whine

Don't Bury Yourself

Don't Resent

Do

Teach that Profit is Good

Do

Teach that Profit is Good

Tell the Story

Do

Teach that Profit is Good

Tell the Story

Do your Operations Job

Do

Teach that Profit is Good

Tell the Story

Do your Operations Job

Shout when Necessary

Do

Teach that Profit is Good

Tell the Story

Do your Operations Job

Shout when Necessary

Make your CEO a Great Success

The Hunt

