

# 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*

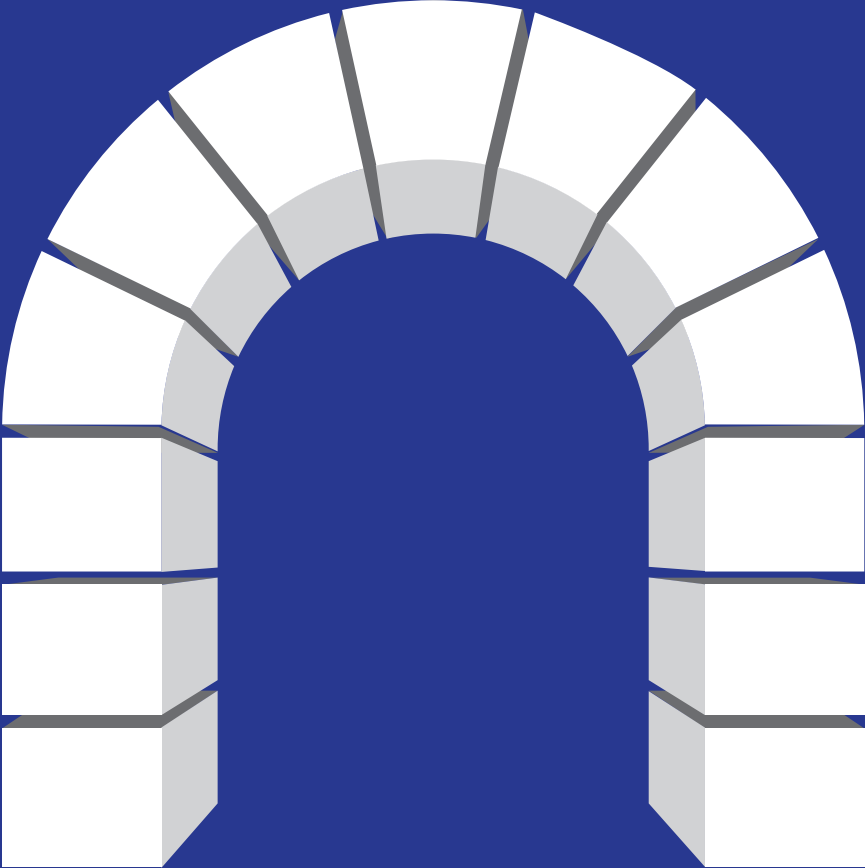






$$130 - 123 = 7$$

# Heroes



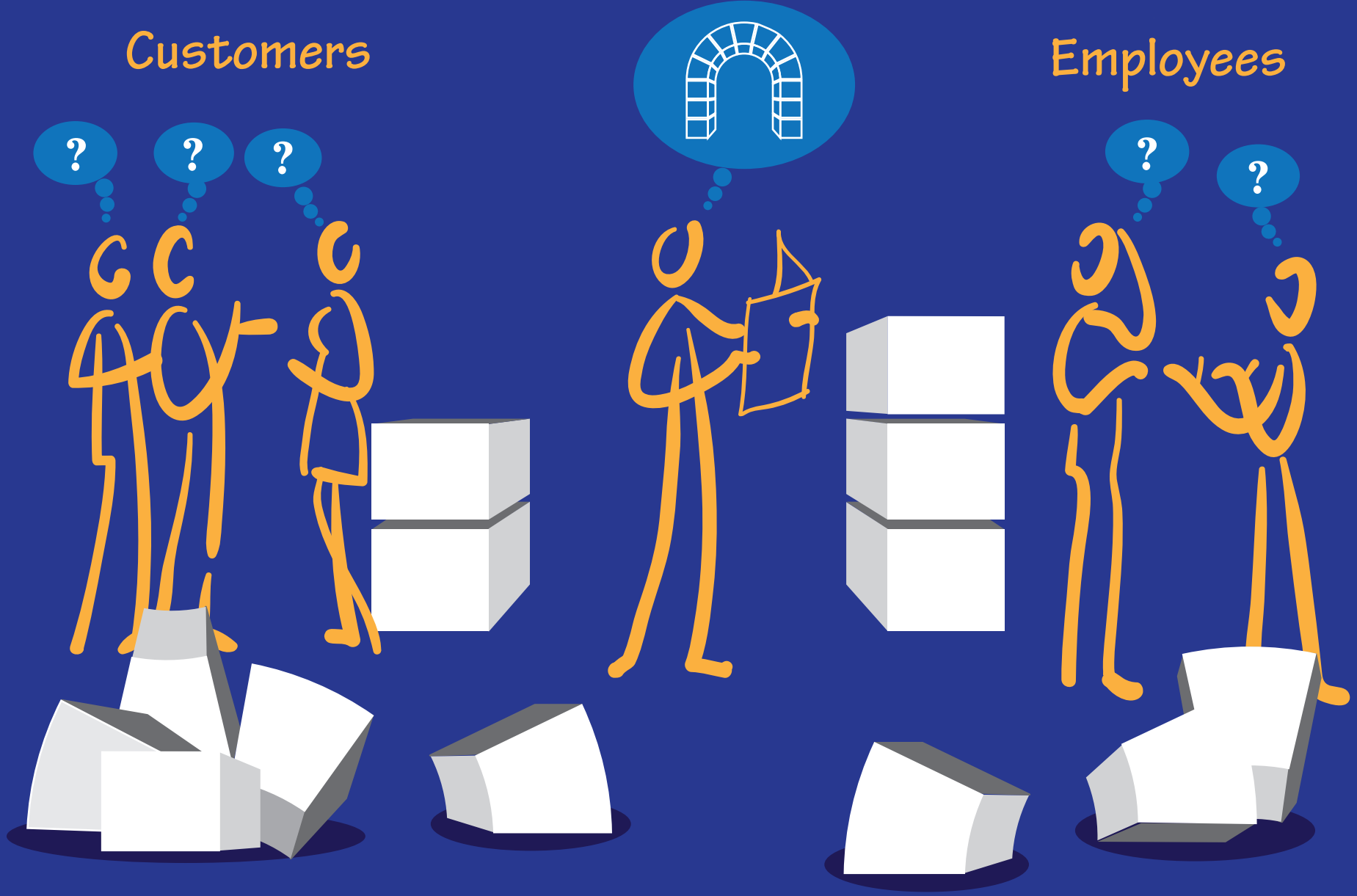
# Entrepreneur

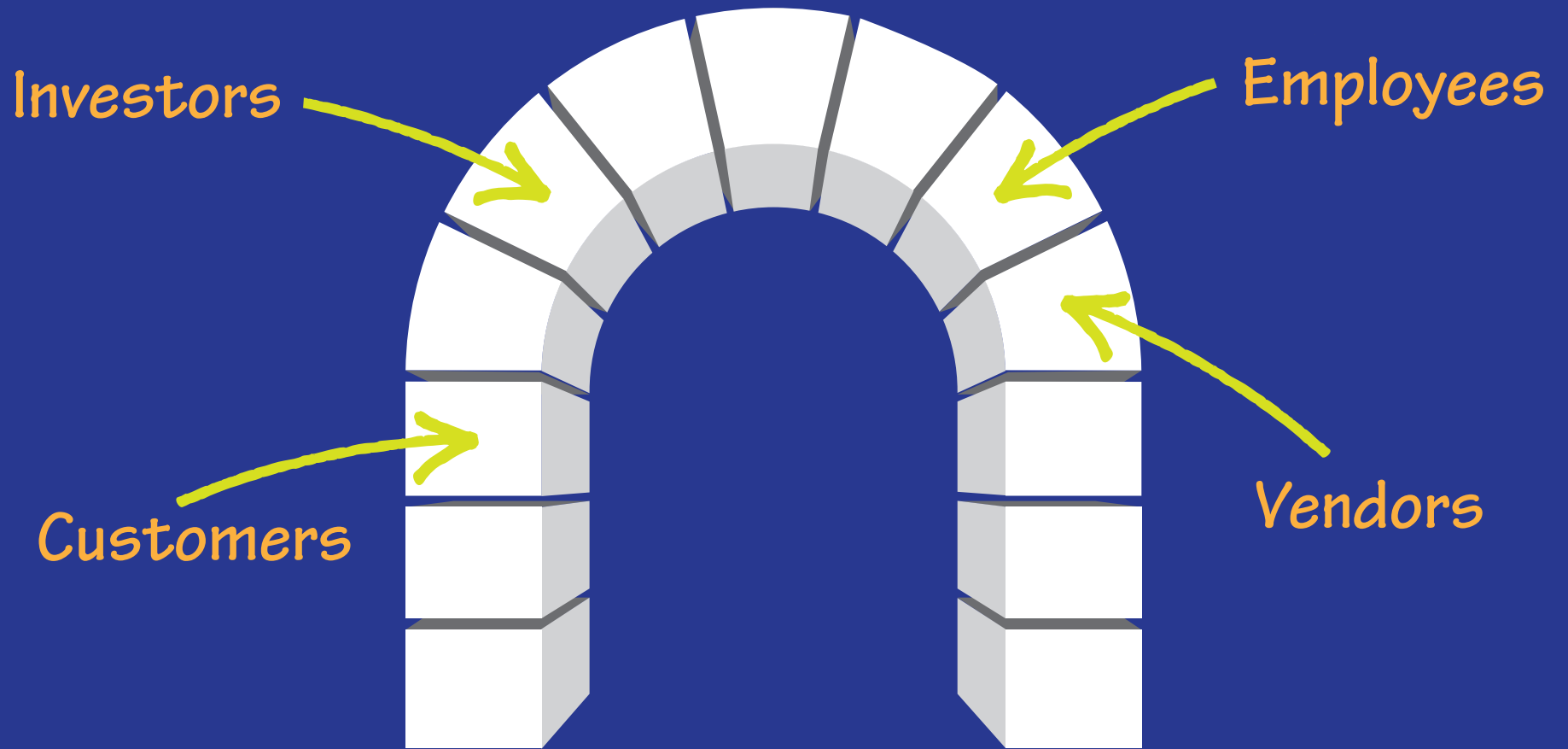
Investors

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**

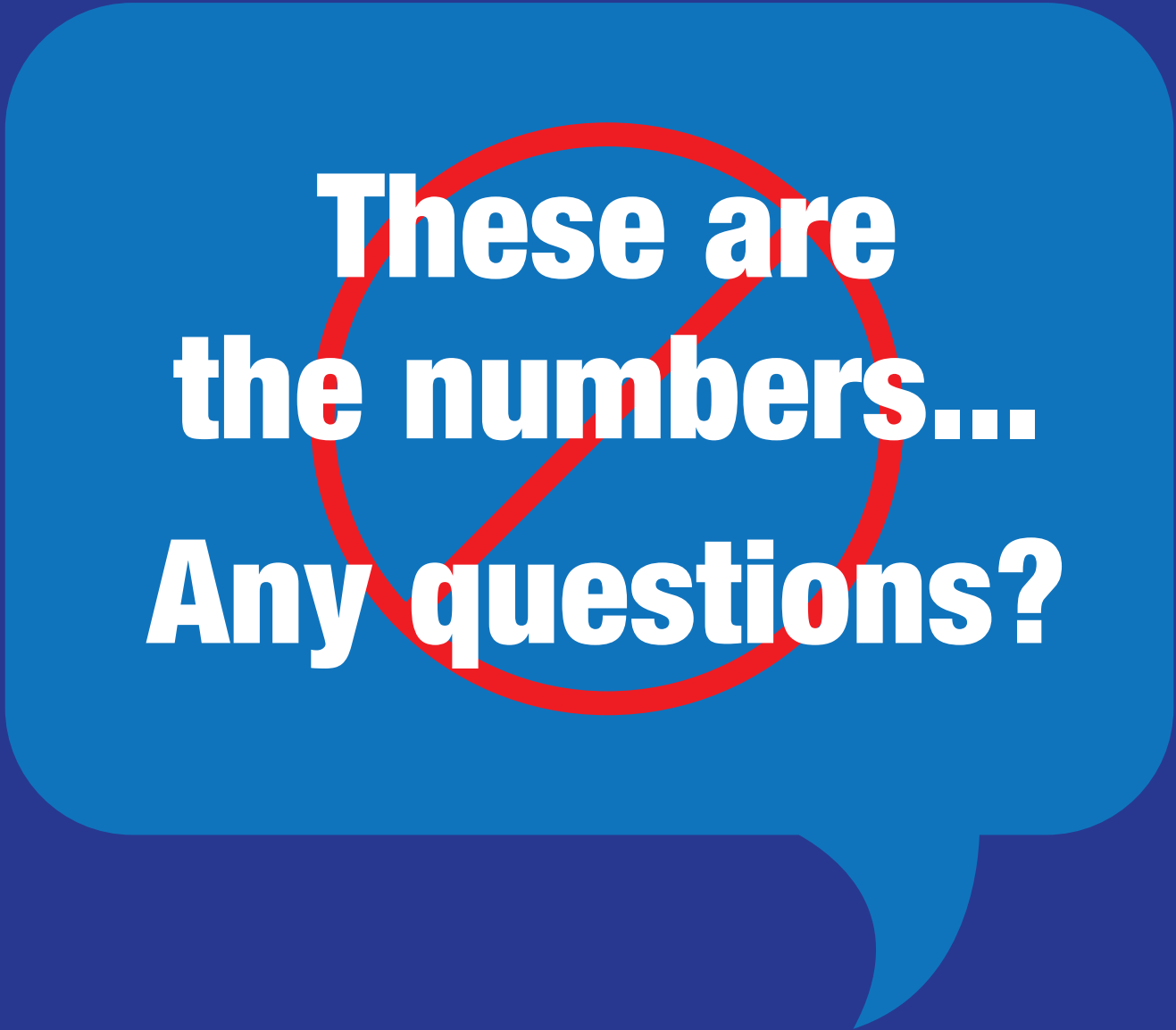
**“ The reasonable man adapts himself to the world. The unreasonable one persists in trying to adapt the world to himself. Therefore, all progress depends upon the unreasonable man. ”**

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



		Income Statement				
	<b>Sept Actual</b>	<b>Budget</b>	<b>Variance</b>	<b>YTD</b>	<b>Budget</b>	<b>Variance</b>
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
<b>Total</b>	<b>141298.88</b>	<b>124428.00</b>	<b>16870.88</b>	<b>1412988.80</b>	<b>1040634.70</b>	<b>372354.10</b>
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
<b>Total Selling</b>	<b>222232.49</b>	<b>228287.00</b>	<b>-6054.51</b>	<b>2222324.90</b>	<b>2107822.20</b>	<b>114502.70</b>

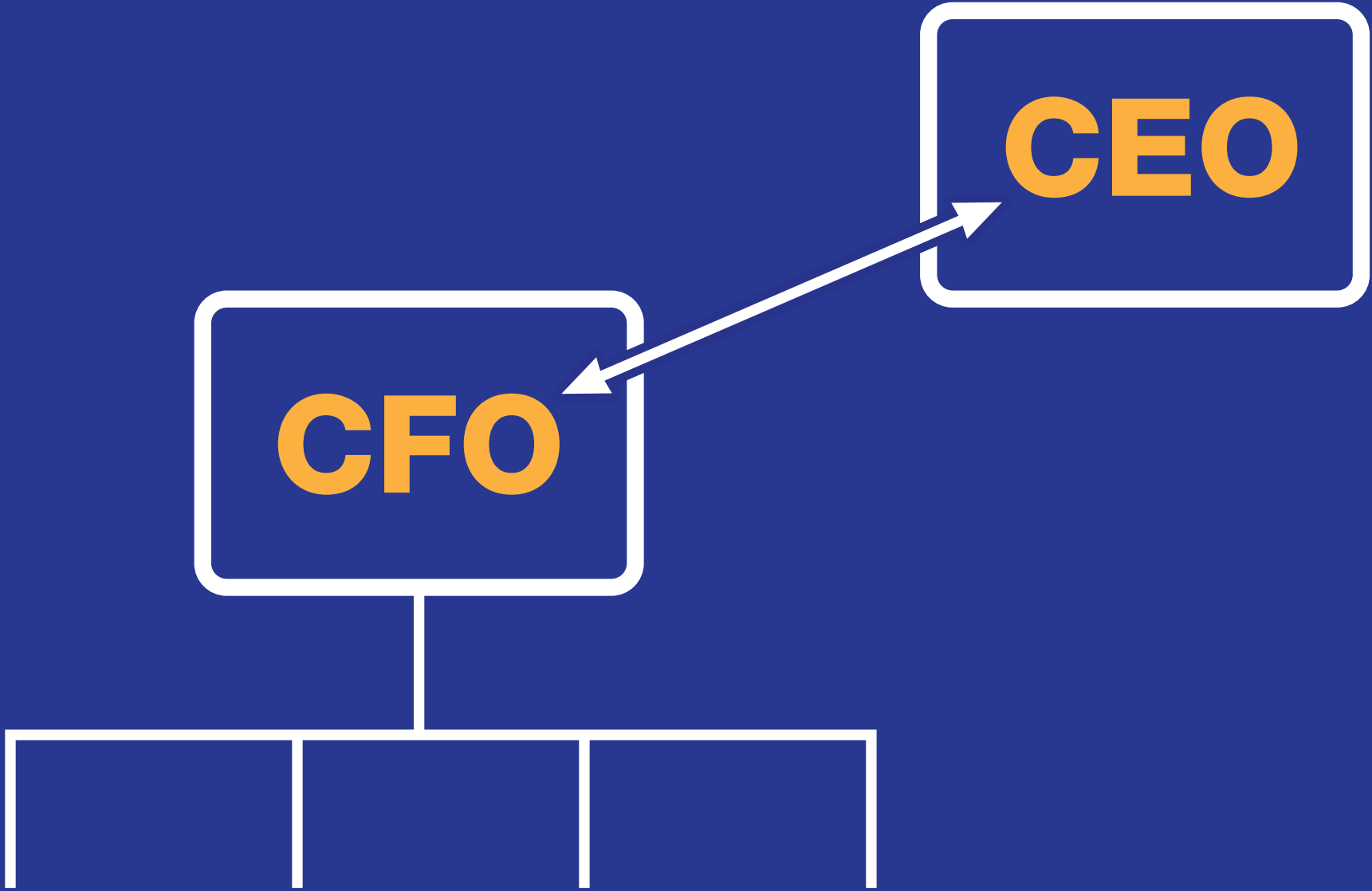




**These are  
the numbers...  
Any questions?**







# 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

