

FROM A SERIAL ENTREPRENEUR'S PLAYBOOK



**TIGER
BY
THE TAIL**

99 SECRETS TO TAME
AND MASTER YOUR
BUSINESS

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Introduction

Taming the Tiger

The first time I grabbed the tiger by the tail I wasn't ready. A friend and I decided to leave university and partner in business. We figured that starting a software company was the fast track to success. Everyone knew that creating a company like Microsoft was only the way to go, and we firmly believed that we'd strike it rich and retire in about six months. How tough could it be?

We had what many entrepreneurs and first-time business owners have—what I call, “blissful ignorance.” If we had known, or had the slightest idea what we were in for, we might not have attempted it. I would have stayed in school, gotten a degree and changed the course of my life.

Instead, I have experienced the unforeseeable highs and lows that can only come from being an entrepreneur and business operator. I have signed seven-figure contracts and I've feared the bank foreclosing on my loans. I have built physical businesses from the ground up, from concept, design, and construction to opening. I have also been so broke that I worried about having enough money to put gas in my car just to get to work.

I have moved in and out of multiple industries based on what seemed interesting to me at the time. No science to it, just intuition. Many will suggest that this isn't the best approach to choosing companies or industries, but I have always moved towards things based on instinct first, and business evaluation second. I believe that both are required to make a venture work.

Since my first software company, I have operated thirteen other companies in six different industries, giving me a depth of experience obtained by few entrepreneurs. Along the way, I've developed strategies to grab hold of the tiger of business, tame it, and ride it to the finish line.

More than a Marathon

Most books discuss the start-up phase of a business, but what many people don't realize is that deciding to begin a business is the easy part. Early on, a start-up is primarily a checklist of actions and steps before beginning operations. Picking a name, designing a logo, securing a lease, ordering inventory, and finding a supplier are all relatively easy. It takes months to get it all done, but like training for a marathon, it's just a lead-up to the main event. It may be challenging and strenuous, but it's nothing compared to what the actual race will be like with competition on the field.

The fact is that business is far more than a marathon. Compared to running a business, a marathon is more like a sprint, just a quick moment in time. Entrepreneurship is a years' long, ongoing process of growth, challenge, and development. Every day is game day. If it were only three to six hours long, like an average marathon race, people would be signing up and winning at business all the time. Unlike a race with a finish line, business ownership is a nonstop endeavor, demanding peak performance at all times. It wears many people down.

Entrepreneurship only really starts when you sell something, which is the first step in the race. Until you actually make a sale, all the actions you are taking are simply preparation. You may be hiring, producing, and systemizing operations, but nothing matters until you sell something. Only sales will justify your efforts, which is why I am a huge sales advocate. It is the critical driver of every company, whether you are selling goods or services. Sales is when the rubber hits the road. It's where all the challenges, variables, and situations unique to your business, and common to all businesses, finally begin.

Yes, each type of business is unique, yet all are remarkably the same. I have worked with companies and owners worldwide, and I've seen that everyone tends to think that their location, industry, or product makes them totally different. It doesn't. Every business is trying to sell or market something, administer it, finance it, staff it, or produce it. There are universal problems that arise requiring universal solutions. So, if you're wondering

whether this book will address your business and your unique circumstances, you can rest assured that it will. The universal nature of business is undisputable.

The Importance of Mindset

Above all, I emphasize mindset, because the owner's mindset is the strongest determining factor for the success of any company. It is where ideas are initially hatched and evaluated. The owner's mind is central for determining how a business runs day to day. The owner provides inspiration and direction for all decision making. A company's business operations are a direct reflection of the owner and their thought process. The owner's mindset is the foundation for the success or failure of the business.

However, there comes a time when every entrepreneur and business owner can lose sight of their capabilities. That's where this book come in. My hope and objective is that in reading this book, you are inspired to keep going and hold fast to your entrepreneurial dream. On these pages I provide actionable, non-academic solutions to the challenges and business problems facing every entrepreneur. Here you will find the strategies and tactics that will make winning the race of business ownership easier.

Running a company is the most challenging choice someone can make. It's a fast moving game where the players change position and the field shifts every day, but one where you can change the rules and innovate to create a new game. If you are already operating a company, then you know the daunting challenge you have chosen. I believe that entrepreneurship is the most rewarding career choice a person can make. Nothing drives your learning and development like running a business. Nothing makes you reflect more on "you" than the struggles of business ownership and operation.

One of my favorite moments as a business coach was with a former client who went from operating a successful furniture business to deciding she was going to launch a fashion store. She said it had finally occurred to her that she was no longer just a furniture business owner, but a cross-industry entrepreneur. She had come to understand in mind and heart

that she had the know-how and skills to start any company she wanted, and make it a success.

How to Use This Book

I wish you this kind of personal confidence and transformation to expand your belief in yourself as a visionary entrepreneur without limits. What follows are 99 secrets that will help you realize your dreams with the business you are considering, the one you are operating, and the ones you'll create in the future.

Most businesses have areas that are running great, and other areas that struggle. What makes it more complicated is that those areas change constantly; it can seem like your team is working well, then suddenly a couple of key employees give notice and HR is in a tailspin! Your cash flow is smooth, then the summer months hit, and suddenly you need more clients and cash to stay afloat.

This book is a resource for both practical advice and real-life business stories. I encourage you to read it from cover to cover, over and over. Mark the pages, make notes, use the links, and go to the website for tools, templates, and instructions to put these secrets into action in your company.

<https://www.tigerbythetailbook.com>

For easy reference, the 99 secrets are grouped into sections of business functions and other sections focused on you, the owner. This structure allows you to concentrate on issues and solutions as you need them. You can flip to a section to review ideas, or you can open to any page to discover an idea that applies to you now, or perhaps in six months when you need it.

Everything you need to be a great entrepreneur and business owner today resides inside you, right now. This book will help you bring those capacities to the surface so you can put them to work.

Part One

Your Mindset is 95% of the Battle

The things you say to yourself when running a company, the thoughts you have and the beliefs you hold to be true are absolutely critical. They guide the way you make decisions and the actions you take in your business every day. This is your mindset. It's your way of thinking and believing. Mindset is your intention. It's what makes you tick.

Your mindset accounts for 95 percent of your long-term success as an entrepreneur. It's therefore important to be honest about your mindset because it will guide your playbook long before anything happens in your business operationally. Limitations in your mindset will constrain you before any limits in your market, your budget, or your ability.

Why don't most business owners create uber-successful companies that are market leaders? It's because they are unable to see their organization becoming that successful. The business you create follows the size, scope, and clarity of your mental picture. The ultimate success of your business requires the highest level of belief in yourself and your intention building toward your goal.

Limitation and scarcity need to be identified within yourself and kept in check to create your business masterpiece. Don't let those in the market, in your family, or in your firm restrict what you see as opportunities to create. It's vital to make your power to think, innovate, and produce, stronger than any external limitation. Mastery of your business starts with how you think about it, and how you follow through to create it. Success begins with mindset.

Secret 1

Persistence, Adapt, Persistence

Do you want to know what characteristic will help you master and succeed in your company more than any other?

Hands down, no doubt, undeniably, it's the attitude and commitment of persistence.

So often for entrepreneurs, problems and issues come up that don't have textbook solutions. When the recession of 2008–2009 hit companies around the world hard, entrepreneurs didn't know where to turn for answers. Everyone was dealing with an overarching situation of lower sales, financial pressure, and failing markets.

Solutions aren't always obvious. It can be like diagnosing a patient with multiple symptoms. Diagnosing a business problem can involve many variables to the equation. When trouble hits, my first piece of advice is to take it easy on yourself. If you don't know the answer immediately to every issue you face, you are just like everyone else. You are in the same struggle as every other entrepreneur and owner. Give yourself a break and don't pressure yourself to come up with an answer straight off.

With a clear frame of mind you can dig in and start looking for solutions. Depending on the particular challenge, it can take days, weeks, or even years of persistence to find the appropriate resolution.

I once had an issue in building a restaurant where my outdoor patio application was not included in the original design and building approvals. When I went back to the city to get an approval they literally laughed at me. They said there was no way I would ever get an approval. Yet the patio was a key part of our business model; it doubled our seating in the summer months! I was angry and determined to find a way. I just wouldn't take no for an answer.

I spent the next three years using consultants, meeting with community reps, getting letters and signatures, and learning the process at city hall. I met with councilmen, submitted rezoning plans for a whole city block, and applied for my own patio permits. I fought a legal battle with a single neighbor who opposed the patio (and who happened to be a lawyer). I was persistent, very persistent, and at every step I adapted my tactics.

Friends, family, staff, other business owners, city officials, the building developer, consultants, and even my business partner suggested we give up. Many times I also wanted to quit, but I just couldn't. I knew somewhere deep down that there had to be a way. I was prepared to put more effort into success than everyone I faced was prepared to put into defeating me.

Finally, I went to city council to make my case in front of the highest level of municipal leaders. I had met them repeatedly and even developed a relationship with some.

In the end, my lobbying and efforts paid off—my patio was approved only three-and-a-half years after the restaurant opened! It was absolutely gratifying and had a tremendous impact on our business. I had been through anger, despair, frustration, confusion, hope, and gridlock. I wanted to murder some of the civic workers who were denying me my rights. I saw how government and business do not always mix.

That experience taught me a valuable lesson that applies across the board to business. Persistence in sales, financing, staffing, (and even patios), is the most critical skill you can have. It involves the constant effort to succeed and overcome. Persistence can help you look at a problem from angles that others just can't or won't see. In many parts of business, such as in product development, persistence goes hand-in-hand with innovation. Innovation, or adaptation, is critical to growth. Combined with innovation, persistence keeps you looking at things differently and finding new angles for solutions. Persistence is the ability to adapt your approach to every problem to find unique solutions. If you do nothing else but persist in your company, you will achieve more success than most people.

Secret 2

Twenty Times the Problems

Running a company involves twenty times the problems than most people experience in their workday. The insurance clerk dealing with accident paperwork deals with the same issues day in and day out. It's like the movie *Groundhog Day*, every day looks the same. A receiving clerk may complain about a shipment that didn't arrive, and that he had to call the client to tell them their order was going to be late. That's it? That's not a problem, that's a phone call.

The problems on a regular job pale before the problems that face an entrepreneur. If you feel overwhelmed by the number of problems you have on your plate, you are in the sweet spot of entrepreneurship.

The shipping clerk has his problems and the finance manager has her problems, but the entrepreneur gets them all. On any given day, the business owner is dealing with an issue of sale price, inventory shortage, a sick staff person, rent due, a marketing deadline, and operations. Tomorrow it's another set of problems. And it's just Tuesday! When your expertise needs to span every aspect of the business, your issues also span every aspect of the business.

All problems force you to expand your knowledge and skills in all areas NOW! It is seriously challenging, but can also be rewarding as you grow in skills and knowledge. One of the keys is to embrace all of these situations that make you feel ill-equipped, because they force you to learn. It's important to consciously decide to recognize the pace of change and growth required of the entrepreneur, and learn to enjoy it.

Any day that you are struggling with some customer issue, a finance issue, a sales issue, a staff or production issue is a normal day. It takes a great deal of skill and determination (and persistence) to get up each day, knowing the level of headache you will face.

Here are several keys to operating in this environment while still being able to sleep at night:

- Recognize that this is the adventure of running a company. You are doing it right.
- While most people panic about issues, your success will come when you realize that no issue is resulting in the death of people or total calamity. (My slogan is, “Folks, we aren’t curing cancer here, so let’s relax.”)
- Recognize that a problem or issue is external to you. Although the tendency is to internalize a problem and allow it to create festering stress, remind yourself that the issue is outside yourself.
- Look to see where you can not only solve an issue, but start to systemize how you can solve the problem in the future. If it happens more than two or three times, it is likely a system problem. Develop a standard response or process that your whole team can manage.
- Look at who you can pull into the solution; who else in the company should be and can be part of the solution? Too often, owners assume all problems are theirs to fix. As soon as staff can be empowered to solve a problem the way you want, it instantly takes the pressure off you and starts to create a team of problem solvers. (Note: Your staff will take a band-aid solution over a good solution about 85 percent of the time. Therefore, make sure that your staff understands the difference between a superficial solution and a real solution).

A very successful entrepreneur I know, Peter Thomas, faced bankruptcy, potentially owing \$100 million dollars from a real estate deal gone wrong. Now, that is a problem! He got through that period of his life, and after that, he didn’t find any issue as daunting as what he’d already been through. His slogan became “This will be easy,” and he’d say it every time

some bump in the road came up. It set the tone for him and the people around him. Finding solutions to challenges became a lot easier. He has been exceptionally successful in business and life. Such a profound change in mindset can reframe problems and set a can-do attitude that fosters appropriate actions and solutions.

Secret 12

Abundance Is Everywhere

Fundamental to the growth of your company is holding fast to the belief of abundance. You need to believe with certainty that there is an abundance of clients, money, time, and resources for your business. Do you hold that belief, or are you not so sure? That difference in mindset can determine your success even before you show up to work.

Ask yourself: Do I operate from a position of scarcity or abundance?

At no other time in history has business had such easy access to global markets. Customers and their pocketbooks can be reached online and goods shipped to even remote locations worldwide. The size of the global middle class is estimated at 3.2 billion people. Finding an abundance of clients is easy and viable. The GDP of countries today is measured in the billions and trillions. That's plenty of cash for businesses to tap into. This is the business environment of abundance we are operating in today.

When you lose a customer, there's a treasure trove of others to reach out to. When cash is tight, you can be sure there's still plenty out there. When you're hiring you need to know that there's a wealth of talent your company can bring on board. You may not know the details yet of where to access your next client, more cash, or your next great hire, but to do so you must believe in the abundance of resources available to support your success.

Learning to focus on an abundance mindset is a practice and habit you can strengthen. It's like building muscle, but with statistics, facts and information about your market, your industry, and the wider economy.

Even during the great recession of 2008–2009, when sales at my restaurants were off by 43 percent, I still knew that 57 percent of our customers were coming in. I made a conscious decision to focus on the customers we had, instead of the ones who were missing. I knew

that if we remained positive and continued to welcome our customers with open arms, the others would return in time. Instead of breeding an atmosphere of scarcity at our restaurants, I led by modeling an attitude of abundance.

Business is a long game, but it should be played with attention to the short wins and gains. It's like a sports game with each hit, goal, or basket gradually raising the score. Each sale, each new hire, each new order leads to abundance. Get in the habit of seeing the abundance in your world and watch your company grow.

Part Two

Vision Big

The most profound vision story I can share with you concerns a meeting I had with the owner of a manufacturing company. Steve had been in business for 13 years. When I asked him what his personal vision had been when starting his company, he caught me by surprise. “I wanted to run my former boss out of business.”

“Well, how is that going?” I asked him.

“I did it in 18 months!”

It was one the strangest visions for a business I’d ever heard. I offered my awkward congratulations, then asked him, “After meeting that initial goal, what has your vision been since then? What’s been driving you for the past eleven and a half years?”

Steve got fidgety, he looked at me then looked away. He stroked his beard. He pushed his chair back. Finally, he said, “Well, I guess what drives me is needing to pay my mortgage.”

I was dumbfounded. “That’s it? That’s your driving motivator and vision for your company?”

“I guess so, I haven’t really thought about it,” he said. “You’re the first person to ask me that question in the last eleven years.”

No wonder his business was in trouble. His company had staff retention issues, sales challenges, lack of energy, and a general navigational void in his offices and warehouse. There was no urgency, no striving at this company. It was like a ship afloat without a rudder and no port in sight.

Steve's limited vision of merely paying his home mortgage could hardly inspire his organization and his customers. It didn't motivate his staff to be their best.

Over the months following our initial meeting, I worked with Steve to craft a new vision for where he wanted his business to go. He established that he wanted to be an industry leader with high quality product at the best prices sourced from China and around the world. He set new goals for sales and quality levels. He engaged his team for input and ideas. Long-standing issues found correction with new tactics and emotional drivers.

Steve's new vision began to give purpose to his people. It brought focus to their work, their departments, and their measure of team performance. It became a strategic beacon to everyone at the company. Even customers began commenting on their recent interactions with staff, saying that order speed and product quality had improved remarkably.

Just as Steve's new vision became the roadmap of his success, so too can your vision be the inspiration for your company. Vision is an all-encompassing emotional picture of your company's future. That's why it's so important to spend the time to develop your vision in spectacular detail.

For example, how will you design and furnish your office space? What will your product packaging look like? No detail is too small or insignificant for your vision. You may not know the answers immediately, but you can imagine and plan as your vision unfolds. Take time to develop your vision down to the smallest details. Get input from your people, shape your vision carefully and share it openly. Your vision will inspire your company and drive your success.

Secret 13

Vision, Goals, Mission, Culture... I'm Confused

There seems to be a lot of confusion around the terms vision, goals, mission, and culture. Are all of these guideposts really necessary for success in business?

In my work advising entrepreneurs, I have found that what's most important is (1) a crystal clear, detailed vision for what you're creating, (2) a defined culture for your organization, and (3) a "Big Hairy Audacious Goal" or BHAG.

I don't include mission statements in the mix because they are generally too static, too formal, and have little passion. A mission statement seems to be something created in a strategic afternoon workshop by the company executive. It gets printed and placed in the reception area, and no one ever looks at it again. Of course, some organizations have fine mission statements that serve as guides for the entire company, but the average staffer, when asked, can't remember it. So don't waste your time crafting a mission statement unless it is profound, bold, and memorable.

On the other hand, vision is an entrepreneur's essential piece of guidance and inspiration. Vision is a personal picture with depth, color, texture, energy, and real feeling. It's something you can live in your mind and bring to fruition with significant power to motivate others.

For example, if you were going to open a bakery, your vision would include the aroma of fresh bread baking. Imagine the heady scent of baked goods greeting your customers as they enter the front door. Your vision includes people standing three-deep at the counter at 8 a.m. as staff hands out samples of fresh raisin bread. How does it taste? Warm, sweet, and

delicious. The vision you imagine in your mental picture becomes your internal guide to the business you bring to reality.

The second key piece to your company's strategic success is creating a rock solid, intensely defined culture. We'll take a deep dive into culture later in the "People" section of this book, but what's important to remember is that a company's culture defines how everyone at every level of an organization acts, operates, and excels. Culture determines how staff interact on the job with each other and with customers. Company culture brings people to a healthy, ethical place as a group with common goals.

The "Big Hairy Audacious Goal" or BHAG is a phrase coined by authors Jim Collins and Jerry Porras in the classic business book, *Built to Last*. BHAG is the third essential piece of the high-level puzzle. In almost all organizations, staff don't have their own goals for the company. They need leadership to define a goal that they can rally around and buy into. Unlike vision, which looks long into the future, goals are generally short-term and can change. An achievable BHAG might be that a company hits a specific sales target. That Big Hairy Audacious Goal can be made more exciting with a reward in the end, such as everyone going to NASCAR in celebration. That's a concrete goal to work toward!

A furniture store owner I advised had a long-term vision of a chain of stores, and a clear picture of how she would run them. As part of her vision, she saw herself living her winters in a warm climate. Her vision was too personal to engage and inspire her staff, so she focused them on achievable short-term BHAGs, goals with clear direction. One year it was a sales figure that was dramatically higher than anything they had achieved before. The goal was tied to a reward: the store would be closed for five days and the entire staff would vacation in Las Vegas, all expenses paid. They constantly tracked their sales, talked about and shared their plans for what the Vegas trip would include. The BHAG really got the team fired up, the same way the owner's personal vision worked for her. The team shattered previous sales levels and they all went to Las Vegas!

Another retailer I worked with had a very clear vision of customer experience. Much like the bakery vision described earlier, this owner imagined every detail of a customer's interaction with his company. He shared his vision with each staff member on the day they joined his company, and spoke of his vision almost daily. His vision was the driving force for team training, all decisions, and customer interactions. Yet he found that it wasn't quite enough to continually motivate his staff.

So, with a little guidance, the retailer set out to define a specific short-term BHAG for his team. He decided on a lofty goal, which was to be the number one company in their market based on sales, number of stores, and customer satisfaction ratings. He was so passionate about this goal that it "infected" and inspired the staff. People monitored their progress on the BHAG each quarter, and celebrated their gains every time they moved closer to their ultimate goal. They coupled their short-term goal to the owner's long-term vision and together they brought their goal across the finish line.

You and your team should be guided by your company's vision, culture, and goals. As a team, people need to know what they are creating and why. It can be intensely personal. It can be about community. It can be about some greater good or deep pride in shared work. It can be about higher sales, customer outreach, common values, and mutual objectives. What's important is that the entire team be motivated and committed to the kind of organization you want to create. Make it personal for them too, and you'll be absolutely amazed at how much effort and commitment people will bring to your company.

Secret 18

Right-Size Your Company

In North America, businesses are driven by the cycles of publicly traded companies. We measure everything based on performance every 90 days. Continuous non-stop growth is valued at all costs. It's all designed to drive sales, profits, and beat the last result. The market won't accept less in a quarter, it always wants more.

As a business owner and entrepreneur, you aren't responsible to the public markets. You therefore don't need to follow or buy into the prevailing pressures of continuous growth. I often meet with entrepreneurs who are feeling poorly about their business's performance because it's not setting growth records every quarter. They presume that continuous record growth is the defining measure of success. That's not always the case. It all depends on how large or small you envision your business to be.

Bo Burlingham's terrific book *Small Giants* gives some outstanding examples of how entrepreneurs found other metrics and guidelines for establishing how their companies operated. They shook off the presumed expectations and grew beyond just sales and profits. They shed the notion that bigger was always better.

One owner decided to stop hiring and growing his company when he realized that he no longer knew all of his employees' names. He realized that personally knowing his people was critically important to him. Relationships mattered more than sales growth.

The owner of a deli business realized that opening other stores or franchising was going to impact the quality and control of their products (sandwiches). So they decided to maximize the business at a single store. It eliminated travel, reduced administration costs, gave them more control of the business, and reinforced connection with their customers.

What is the right size for your company?

The key word here is “right.” Smaller isn’t always better, nor is bigger. It’s all about personal preference. As a business owner, you need to feel empowered to measure success with metrics that matter to you, not the standard expectations.

If you are restricting the nature of growth in your business, turning down opportunities to grow because you don’t feel comfortable with it, then you need to look at the why behind those decisions. It is really about right sizing your operation, or are there other factors at play? Some business owners feel intimidated by growth and fear getting in over their heads. Others are sometimes driven toward growth at great personal cost to themselves and their families. People have different personalities and visions for success. What’s yours?

It’s important to know that you have the ability to define, create, and right size your organization at any time. You can decide to define your metrics for performance and success at the start-up stage or later as an established business.

I personally like it when healthy financial metrics (the standard everyone uses to measure business performance) are combined with new metrics that are more personal and experiential. Review your profit margin at the end of every quarter. Then review your team engagement numbers, your customer ratings, and even your Google reviews. It’s empowering to know that you’re making a profit, impacting people, and can choose how large you grow. Having that control is a significant part of being an entrepreneur.

Part Three

Sell, Sell, Sell

The most important thing you can do every day in your business is sell something. I have to say that again: THE most important think you can do every day in your business is sell something.

Everything starts with a sale, and I mean *everything*. If you can keep sales going, all the rest of your business will work itself out. Of course, it's not quite so simple. If you sell 1,000 widgets, you need to have a system in place to get them delivered. Everything in your organization must be positioned to deliver customer satisfaction on sales.

From this moment onward, think of yourself as not only an entrepreneur and business owner, but as the head salesperson. When you embrace sales as the key to success, so will everyone else in your organization. Your identity as the master salesperson of your company has the power to shift sales performance across your entire enterprise.

I met with an entrepreneur who had raised hundreds of thousands of dollars from friends and family. He'd been refining his prototype for more than six years and was on version forty-three of his product. He was busy estimating production capacity, looking at warehouse space, and considering a new loan for more production equipment. His organization chart had changed hundreds of times, and he'd spent the last nine months conducting interviews for staff positions. He was still working on a pay scale that would maximize profits.

I had one question for him: "What have you sold so far?"

His answer was nothing, zero, nada. While he was busy trying to manage all the variables of his business, he hadn't actually sold anything.

As kindly as I could, I told him that he didn't really have a business yet, but he argued adamantly that he did. "Look," I said, "until someone buys something, you have nothing but a volunteer hobby."

So he kicked me out of his garage.

When I saw him a year later he was working a new job in construction. He had spent all of his start-up money working through the endless variables without ever getting to market and completing a transaction. Unfortunately, he never got to experience the thrill of people buying the product he envisioned.

Sales is the drumbeat of a company. When sales are great, a business has choices and options. It can be opportunistic and future focused. When sales are poor, every area of a company feels the stress and strain. It's therefore vital that the entire team hears the drumbeat, regardless of their role in the business, and that each team member supports sales in any way they can.

An organization that masters sales is positioned to thrive and enjoy the ride. Remember, you don't truly have a business until you embrace sales as your organization's focus and lifeblood.