

Indispensable: How to Become the Company That Your Customers Can't Live Without by Joe Calloway

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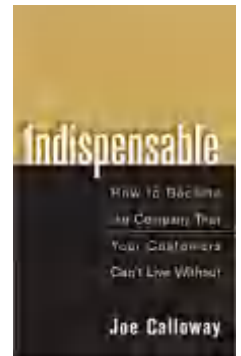
ツイート

Category: Value-Delivery

(71 von 100)

Why: I am operating in a commodity market and need to stand out.

Goal: Learn how to be the best for my customers in my own way.



Action: Be Famous for 3 Things that Matter.

3 Key Concepts

1. 99% of competitors also offer a comparable product, price, and service.
2. Be famous for a specific group of customers by serving.
3. Master of One: whatever you do, get better at it.

Summary

How to be famous for 3 things?



Align **your skills, your love, and your customer's needs**. Make a list of 3 things and master them. Do people around you recognize these attributes about you yet? No? Keeping working on it.

The problem is that one will be **lost along the way; we** all have to distinguish between **distraction** or **new opportunity**.

Because that new trend always appears better than what you are doing now.

This book simplifies which behaviors the business needs to become indispensable for its customer. For example, Joe said, do 3 things best for your specific customers. Not everything and absolutely not for everyone.



Famous

The river is famous to the fish.

The loud voice is famous to silence,
which knew it would inherit the earth
before anybody said so.

The cat sleeping on the fence is famous to the birds
watching him from the birdhouse.

The tear is famous, briefly, to the cheek.

The idea you carry close to your bosom
is famous to your bosom.

The boot is famous to the earth,
more famous than the dress shoe,
which is famous only to floors.

The bent photograph is famous to the **one who carries it**
and not at all famous to the one who is pictured.

I want to be famous to shuffling men
who smile while crossing streets,
sticky children in grocery lines,
famous as the **one who smiled back.**

I want to be famous in the way a pulley is famous,
or a buttonhole, **not because it did anything spectacular,**
but because it never forgot what it could do.





Famous yet?

They are all the same

99 percent of competitors offer a good product at a competitive price. So it is a minimal business requirement: cost to stay in business. The aim is, therefore, how do we gain a **competitive advantage** over others. **This book says we should become famous!**

Read more about competitive advantage: “[The Mind of Strategist](#)” by Kenichi Ohmae and “[What I Didn't Learn in Business School](#)” by Jay B. Barney & Trish Gorman Clifford.

Master of One

Whatever you do, get better at it. Then get better again. Because your customer’s needs change with time.

1. Do what you are good at.
2. Do what you love to do.
3. Do what your customers want you to do.



Classic business mistake: Go after more customers by expanding service offering too far and then fail to deliver the best quality to existing customers.

It is proven to be more effective to increase business with existing customers by striving to serve better than going after new opportunities. But, I know... that new opportunity always looks like a golden ticket to success.

To solve this problem, check out [The Dip: A Little Book that Teaches You When to Quit by Seth Godin](#). You will basically need to set a goal like 100 days, 100% more sales, etc., as a goal as a stick to it, before deciding to pursue the new shiny opportunity. **It comes back to being disciplined.**

“ Whatever you do, get better at it. Then get better again.

Joe Calloway

Then be famous for it

Here are 5 drivers (behaviors) that you need to have to be famous for that one thing you master.

1. Create and sustain momentum

Decide to GO. Buy that ticket now! And keep deciding to go forward.

2. Develop habitual dependability

You must **deliver** best quality product and service **consistently**.

3. Continuous connection

Make contact early and often. “What have we done for them lately?”

4. Big picture outcome

Help your customers achieve their long-term goals. Not only for that transaction.

5. Engage, enchant, and enthrall

Wow factor – go beyond expectation by investing in people relationship.

“It is a professional responsibility to be absolutely delightful.”

To sum up, to be famous among your customers mean you must deliver the best of what you love to a specific group of people. Keep in mind, it is always a people business.



10 Days to Faster Reading by Abby Marks-Beale

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Category: Productivity & Effectiveness

(10 von 100)

Why: I need to read faster to complete my 100 books binge project.

Goal: layout the reading system to zip through books and understand everything I read.



Action: Just read it faster, really.

3 Key Concepts

1. Read quality material : “Do you honestly wanna read these books?”
2. Human nature : Mind-wandering, Regression, Sub-vocalization.
3. Active Reading : before reading “why? what for?”, during “5W1H”, after “so what?”.

Summary

Read quality material, book-lovers have long reading lists and tall reading piles. Abby reminded us to be more selective. Start a habit of estimating how long each book would take and times that with books on your table. If your week only allows 2-3 hours, and one book takes you an hour, then limit a pile to 3 books.

Right, that is easier said than done. After all, we wish to read more!
Here are 3 steps to reduce your reading pile like a machine.



1. Collect them into one pile.
2. Rate each book from no value (1) to **personally** valuable (10).
3. Split them into 2 piles; keep one pile with 6 or more, ignore the rest.

The key message is to read only what benefits you considering the time limit. Do not let quantity lure you, be selective about quality.

Understand our reading nature, Abby mentioned 3 passive reading habits we humans do. She pointed out that one can only reduce, but never get rid of them. Because they are intrinsic natures. The key is to engage each habit mindfully.

1. **Mind-wandering** is reduced by actively connecting the reading content with your experience.
 2. **Regression** is reduced by trusting your brain to grasp from context, do not double-back.
 3. **Sub-vocalization** is reduced by guiding with pacer, chewing gum, or “Reading Faster”.
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How to Read

Before

Setup a mental environment by giving your brain a map. Make it a habit to preview a material (skimming), then set a purpose and a responsibility.

- Find a purpose : ask “why am I reading this?”
- Give yourself a responsibility : ask “what do I need this information for?”

During

Adjust your strategy, “Shifting gear”. This concept is so obvious, but yet so refreshing. Until now, I tried to tackle any reading task with the same reading tools. In short, if it is a novel or a poem, you ought to read it bit by bit, letting the emotion sink in to appreciate the art. For nonfiction though, apply **skimming** and **scanning** techniques to get your answer swiftly and go!

Skimming

Get general ideas

“What is it about?”

1. Read table of content
2. Read first and last sentences
3. Look for illustrations

Scanning

Find specific information

“Where is the answer?”

1. Look for keywords
2. Look for **Bold** and italics
3. Look through bulleted info



The normal reading mode is to ask 5W1H. Familiarize yourself with proactive reading, and you will become competent at connecting ideas. This is like your Swiss Army knife.

5W1H: Who, What, When, Where, Why, How

After

State a conclusion. It is only worthwhile when the information leads to action. Ask “So what?” to squeeze out the last juice. This question urges you to decide what to do with this new knowledge. Repeat it to your obsession. **Demand a result!**

“So what? So what? So what? So what? So what? So what? So what? So what? So what? So what?”

“

“So what?” clarifies your action after reading.

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This book is a solid guideline for any reader. Many people including me had the last reading class in elementary school. Worse yet, I skipped a basic English class and landed right in an academic English class at university. Haaa my education was some kinda joke...

Below is the quote that inspired me to become an avid reader.

“

Five years from today, you will be the same person that you are today, except for the books you read and the people you meet.

Charlie “Tremendous” Jones



Reader is leader.

12 Rules for Life: An Antidote to Chaos by Jordan Peterson

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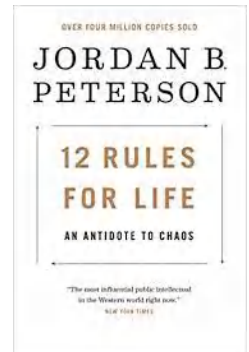
ツイート

Category: Personal Growth

(88 von 100)

Why: I need to walk the path between chaos and order in business.

Goal: Learn a concrete set of practices to overcome the chaos.



Action: Suggest Me a Tip and Follow It Up.

3 Key Concepts

1. Stand up straight with your shoulders back.
2. Treat yourself like you are responsible for helping.
3. Make friends with people who want the best for you.

Summary

How to suggest yourself and do it?



Way too many times, we don't listen to our own advice. Even though we are the most trustworthy being, we know. The practice is to politely suggest to ourselves what to do to get our life back together. Be realistic with the size of favor, though



You have an idea, will you do it?

This book suggests what life encompasses and how to ride these waves of chaos in life.

12 Rules

1. **“Stand up straight with your shoulders back.”**
Act like you are in charge of your life, be ready to take responsibility. People will respect you for that.
2. **“Treat yourself like you are someone you are responsible for helping.”**
We are all good at taking care of others, but not ourselves. Do it as you'd suggest your family to do so.
3. **“Make friends with people who want the best for you.”**
It is necessary to choose who we surround ourselves with. It is not bad to walk away from annoying people.
4. **“Compare yourself to who you were yesterday, not to who someone else is today.”**
You are not a superman, so set the goal accordingly. We are all different, so be intentional not to measure up with others.
5. **“Do not let your children do anything that makes you dislike them.”**
Everyone has a role in society. If you are not satisfied with your child's behaviour, others will definite too. If you do not discipline them, you set them up to fail in the world.
6. **“Set your house in perfect order before you criticize the world.”**
There are many more things out there to be fixed, start with your own shit. If everyone clean, the world is automatically cleaned.

7. **“Pursue what is meaningful (not what is expedient).”**

Happiness is just not a goal, it is a side-effect. Seek for meaning is to aim for the betterment, despite the difficulty.

8. **“Tell the truth — or, at least, don’t lie.”**

The reason is that when you lie, you must lie to yourself too. You will start convincing yourself out of guilt, that your lie is in fact partially true or even 100% true in your twisted sense. Later, this becomes integrated into your reality. And you will live a lie for the rest of your life.

9. **“Assume that the person you are listening to might know something you don’t.”**

Be humble to the fact that whatever you know is nothing to the wisdom of the universe. It helps you getting something useful out of any conversation you engage.

10. **“Be precise in your speech.”**

Many problems can never be solved because the problem is not defined clearly. There will be no way out if our speech impediment such resolution. State clearly “I feel xyz, because of xyz.”

11. **“Do not bother children when they are skate-boarding.”**

The author says that skateboarding is a way a child adventure willingly to the unknown risk. He needs to learn with his own experience the pain of mistakes.

12. **“Pet a cat when you encounter one on the street.”**

Life comes with sorrow, so be kind to yourself. Take a moment to enjoy when the grace presents itself onto you. The catastrophe will always come, enjoy the moment however brief it may be.

To sum up

It takes dedication to live a life of meaning. We need a set of values to weather the storm of chaos. By suggesting sincere advice and do it, you will move forward or at least stay in a manageable position.



Here, you get real help from you.



30 Minute Time Management by Lothar Seiwert

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Original title: 30 Minuten Zeitmanagement

Category: Productivity & Effectiveness

(90 von 100)



Why: I want to improve my time management system.

Goal: Learn how to plan my day more realistically.

Action: Know Your Time Thieves.

3 Key Concepts

1. Know your own time thief: mine is YouTube videos.
2. Plan it systematically and also realistically: ALPEN planning method
3. Make “Peaceful” time your priority.

Summary

How to know your time thieves?



First, be honest with yourself. I can make a rough list of wasteful things I do, so can you! My progress was that I quitted Social Media like Facebook, Instagram, etc., a long time ago and do not start new ones.

Given that I am addicted to watching clips on YouTube. I wanted to put on a time restriction, but the function is only available on an App (as of 15. Jul 2021).

Second, get a measurement. Because what is measured is managed! My phone is automatically recording my usage time. For MacBook, try this “Screen Time.” It is already on your Mac; just go to **System Preferences**.



Already 3h 20m (0.0')

This book quickly captures the essence of time management: Measure, Set goals, Prioritize, Plan, Delegate, Repeat the planning routinely.





What Is The ALPEN Method?

The **ALPEN method** from a German time management expert and economist, Professor Lothar J. Seiwert. ALPEN stands for:

A: Writing down tasks (**A**ufgaben)

L: Estimating length as accurately as your experience allows (**L**änge schätzen)

P: Planning buffer time, usually times 2 as there are the unexpected and interruptions (**P**ufferzeiten einplanen)

E: Making decisions, because we all statistically plan 2 times too many tasks as we can handle (**E**ntscheidungen treffen)

N: Following-up, check what you did not cover as the day goes and adjust or recover (**N**achkontrolle)

The main point is that you give a to-do list, a time limit, and a time buffer. Then, make course adjustments (eliminate, delay, delegate) as you progress through the list.

Peaceful Time

As mentioned above, we like to plan too many tasks daily (2 times usually). So be aware and demand more downtime for yourself, it is **more realistic**, but it is also **more effective**.

This way, you do not have to stop and make decisions along the way. However, it can become a constant interruption and, moreover, **a source of stress**.

To sum up

Time management is a habit of realistically allocate resources daily. The better your estimation, the less interruption you will have. ALPEN method can help you with this training.

Write down tasks with estimated time + buffer time. Then, make the decision to eliminate, delay, or delegate throughout the day. Lastly, review the to-do list and repeat the process.

Have fun spending time productively!



A man with a beard, wearing a light brown trench coat and a dark bowler hat, is sitting on a wooden chair on a sandy beach. He is barefoot and holding a newspaper, looking down at it. The background shows the ocean with waves and a pier in the distance. The text "Be it whatever you want to do." is overlaid on the image in a light gray font.

Be it whatever you want to do.

“We are not given a short life but we make it short, and we are not ill-supplied but wasteful of it... Life is long if you know how to use it.

Seneca, On the Shortness of Life

100 Tricks to Appear Smart in Meetings: How to Get By Without Even Trying by Sarah Cooper

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ツイート

Category: Corporate Skills

(21 von 100)

Why: I need to spice up boring meetings.

Goal: learn how to get by meetings without even trying.



Action: Don't take a silly meeting so seriously.

3 Key Concepts

1. Enter the conference room like a boss.
2. Give meetings a new spin, names, rituals.
3. Pretend to be on top of the game by saying things.

Summary

I enjoyed this comic book and can't wait to use them after Corona. Sarah pointed out many truths on lame meetings. You might spot many tricks here being used by your colleagues. They are also trying to get by.

First, entering the room the right way. Show them who is comfortable and in charge.

- Ask "Anybody needs anything?".



- Go grab a coffee, and then slowly make your way to a bathroom.
- Bring water and snacks without being asked.
- Sit by the meeting leader to look like you are also leading.
- Write meaningless keywords on a whiteboard.
- Look your rival in the eyes.
- Look up to the ceiling, pretend you are contemplating the topic.



Look smart in the meeting.

Second, invent a new meeting just by adding some changes to it. Here are some ideas.

- Call a meeting something else: Forum, Seminar, Check-in, Summit, Tea time, Showtime, etc.
- Name a meeting room: Dave, Game changer, Singularity, Bangkok, Feuerbach, etc.
- Introduce a new ritual: Say weekend plan before beginning, vote the MVP, Ice-breaking games, etc.

Third, pretend you got everything under control by changing how you say things. For examples...

- Not in the schedule → I deleted it.
- I got it, I'll do it. → I already forgot, what ya saying?
- Let's discuss this next time → Never heard of it, not important.
- Can you repeat? → I was looking at Facebook, was's that?
- No need to consider → Don't even wanna think about it.

Wrap up, well with these tricks, you will either get by or get fired. Haaa It is painful how boring meetings can be. But seriously I am going to use some of these witty tricks. Just to see the reaction ;p

A Guide to the Good Life by William Braxton Irvine

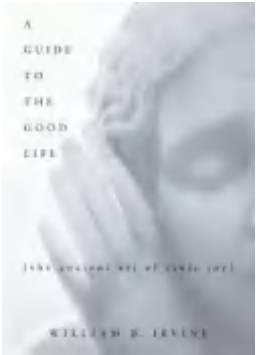
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ツイート

Category: Personal Growth

(85 von 100)



Why: I need to protect my tranquility.

Goal: Learn how to lessen the impact of social disturbance.

*Tranquillity is the quality or state of being calm, serene, and worry-free.

Action: Loving Mankind is Our Duty.

3 Key Concepts

1. It is our duty to love mankind.
2. Befriend only those who share our values.
3. Humor is an antidote to an insult.

Summary

How to love mankind?



Recognize that the **main human function** is to be **rational** and to be **social**. “Find the rational way to help others live better.”

This book guides us to live with stoic values. The author suggests various lessons with examples to demystify the misconceptions about the stoic way of thinking. Read more about Stoic: [The Obstacle Is the Way](#) by Ryan Holiday.



Show humanity by loving mankind.

Love Mankind

It is our daily task to maintain **social relations**. As a human, we need these interactions, yet they are disrupting our tranquility. We are anxious that others will think poorly of us, and therefore, we try to do anything to be approved.

To know how many are jealous of you, count your admirers.

Seneca

The **man’s work** is to be **rational**.
Our **common human duty** is to be both rational and **social**.
We are all born to work together and **bear with them**.

Practice: Remind yourself before step out of the house that people out there will **annoy** and **upset** you. **Be prepared**.

Befriend Selectively



It is unavoidable to deal with people with corrupted values. But, we can be selective with our effort to befriend people who hold common values. Especially those who are higher at these common values.

Stoic advises avoiding people that endlessly complain. They directly and constantly disrupt our tranquility.

Practice: Remind yourself that you are also a human; you **are also hard to deal with**.

Humor against Insult

Insult disturbs us and disrupts our tranquility. It also lasts long after it is delivered. Therefore, we should be particularly prepared to deal with insults.

Practice: The easiest thing is to **ignore**; the best thing is to have humor and don't take yourself too seriously. Saying that the insulter knows nothing, as if he does, he would have mentioned even a bigger failure you made.

To sum up

Stoic is a practice to protect our own tranquility. With these wise suggestions, I have seen the rationale behind human interactions. And I am encouraged to do my human duty with more commitment: to love mankind and treat them the way we should.



Keep calm.

A Habit of Reading Financials: Easier Than an MBA and More Important Than English by Naoki Shibata

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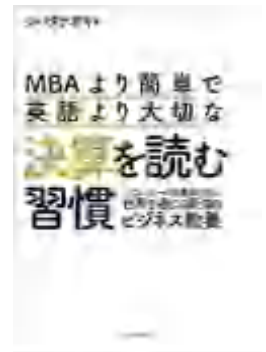
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ツイート

Original title: MBAより簡単で英語より大切な決算を読む習慣

Category: Finance & Accounting

(80 von 100)



Why: I want to consume more knowledge from financials.

Goal: Learn habits that would allow me to understand financials.

Action: Take a Peek at Neighbors Account Book.

3 Key Concepts

1. Start from an executive summary and not the table of numbers.
2. Deconstruct an industry into main profit equations.
3. Memorize the reference numbers from standard players.

Summary

How to take a peek at an account book?



First, understand the main drivers of financials. Then, learn about these business drivers here: [Seeing the Big Picture](#) by Kevin Cope.

Second, put up a time limit of 15 min per account.

Lastly, start from the summary. Look for the top line, bottom line, and YoY.

This book gives the perspective to account reading in an accessible way. I recommend you try the following tips to make it your habit to read more and understand more from financial statements.



The habit of Taking a Peek at Someone else's Account.

10 Habits to Read Financial Statements

1. Read like you're **taking a peek** at neighbors' book bank.
2. Keep in mind it is **simple math** with + – x / (the rest is rounding numbers)
3. Start with an executive **summary** and then tables of numbers.
4. Aim to **understand its past**, not to predict its future.
5. Deconstruct an industry to main **profit equations**.
6. Memorize important **reference numbers** from a standard player in the field.
7. Understand “**Unit Economics**” of each industry (or ARPU – Average **Revenue per Unit**).
8. Check out Year-on-Year (YoY) performance **growth**.
9. **Compare multiple firms** in the same industry.
10. Analyze deep enough that you can explain how firm A **differentiates from the rest**.
11. (Bonus) Read with a **time limit** of 15 min per firm.



There are 2 types of EC Business.

- **Direct Sales**

aka Winner (biggest seller) takes all

Net Sales = Listing Price – Merchandize Cost

- **Market Place**

aka More sellers more buyers

Net Sales = Handling Volume x Take Rate

Take Rate are from listing fee, sales markup charge, Ad fee, etc.

As you can see, if you are providing EC as a marketplace. You should start with building a great place for sellers to sell.

Free listing fee, low markup charge, and help on ads.

With more sellers, buyers will perceive your marketplace as a good place to buy Then more revenue for everyone.



More sellers, More buyers

To sum up

Shibata offers examples of how to read financials based on industry. He suggests that we deconstruct the main drivers of each particular industry before diving into tables of numbers.

With that, we know exactly which numbers to look for!

Accountants Secret: How to Systematically Save Money by Motoaki Hirasawa

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ツイート

Original title: 税理士だけが知っている お金を残すしくみ

Category: Personal Finance

(73 von 100)



Why: I want to build a sustainable habit of nurturing assets.

Goal: learn how to give and receive assets among family members.

Action: Invest in Communication with Family.

3 Key Concepts

1. Communicate sincerely and often with your people.
2. Pay yourself first, spend consciously, and invest in something you understand.
3. Bite your tongue, shut up about your earnings.

Summary

How to invest in communication with family?



Yes, you should invest more in talking to family members. Invest time, effort, and money in getting to know their life goals and desire. Ask these questions:

- 1. What do my mom and dad want to do this year?
- 2. What does my sibling want to achieve next with his/her family?
- 3. What worry my family the most? Health, finance, relationship?

“ We are all guilty of not taking care enough of our own people, and not nearly as often as we should.

This book underlines that before you seek **money advice in numbers, seek answers in words first**. The words from the one you care about.



Know her dreams, invest in communication.

Suggestions on Maximizing Assets

The author said there are obviously 3 ways to have more.



1. **Increase** your income

This is slow and difficult.

To-do: “King of Investment” = invest in yourself, seriously budgeting for courses.

2. **Decrease** your expense

This is quick and easy.

To-do: jot down every time you buy something. 1 piece of paper per day.

3. **Manage** investment return

This must be slow and easy.

To-do: buy assets that do not overwhelm you. Do it incrementally and only in assets that you understand how it generates returns.

Money Curse

Show off your wealth is a sure way to hell. It is dangerous because there are people who just cannot stand others' happiness.

We all know how it is like when talking to our peers at the family or class reunion. Money, Status, Success. We want to measure up and rank ourselves.

The suggestion is telling others that your husband/wife takes care of the family account, and you have no idea how much you have now. Or that you have an investment, but it comes with debt, etc. Or at the very least, shut up about it. There are enough insecure people **who gotta brag about their earnings**.



Earn more or less than your peers; they're still gonna judge you.

To sum up



Nurturing assets starts with caring about who you want to get from and who you want to give. Then, invest in communication while you can. Talk about money and purposes and dreams suddenly is a sure way to make things awkward.

Question yourself if you know these important things about your people before getting to numbers in an account.

Check out: [What Investors Value More Than “Money” by Hideto Fujino](#) to learn more about the right attitude toward money.

Aging Well by George E. Vaillant

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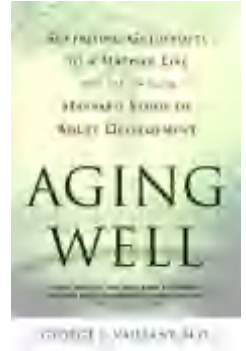
ツイート

Category: The Human Mind

(87 von 100)

Why: I felt mistreated by my loved ones sometimes.

Goal: Learn what the reason is and how to cope with it both in private and business life.



Action: Forgive and Move On.

3 Key Concepts

1. **Forgive and move on:** We are all in the progress of becoming.
2. **Human development models:** social model and emotional model
3. **Learn 6 stages of successful adult development**

Summary

How to Forgive and Move On?



Understand that “Honesty” is a **virtue** – Free of deceit, truthful, sincere. One is not born with it. It is a character, and you shall not expect to get it from anyone. **It should be like a gift to find somebody with such a moral trait.**

Henceforth, be prepared to get backstabbed. It will happen, don’t expect anything less. It is our task to rely on ourselves for basic needs and be satisfied just that. So that no one can take anything away from you that you cannot move on from them.

Forgive the wrongdoer. You have given them trust; it is a test for them. They failed, now let them go. Forgiveness is crucial because we need it to **move on our way too.**

This book will give empirical human development findings. With a better understanding of human development, we shall see flaws in humanity: good and bad. Ultimately, it helps us forgive ourselves and others.



Trust is a gift.

Human Development Model

1. Social model of developmental stages

With this model, adult development is characterized by a progressive **sequence of changes** in which adults continue to participate in life within an **ever-increasing social circle**. See **6 stages below**.

2. Emotional model of adaptational mechanisms of defense

These **defense mechanisms** (from immature to mature) allow the person varying degrees of **ability to tolerate** or hold strong emotion in consciousness.

Happy families, like bank accounts left to compound interest, build on themselves.

George E. Vaillant

6 Adult Development Stages

1. **Identity** – a sense of one's own self separate from family of origin.
2. **Intimacy** – the task of living with another person in an interdependent, reciprocal, committed, and contented fashion for a decade or more.
3. **Career Consolidation** – expanding one's personal identity to assume a social identity within the world of work (this includes homemaking).
4. **Generativity** – demonstrating a capacity to unselfishly guide the next generation (without parenting them; involves giving up control of outcomes).
5. **Keeper of the Meaning** – similar to Generativity but less related to individuals and more to broader society. Focus is on conserving and preserving "the collective products of mankind – the culture in which one lives and its institutions." Concern for a social radius extending beyond one's immediate community.
6. **Integrity** – acceptance of oneself in existence; wisdom of one's place in the larger scheme of things, of one's uniqueness, of where one fits in the cosmic order; acceptance of mortality.

Reference: <https://anyshinything.com/agingwell/the-6-stages-of-adulthood>

To sum up

Aging well: it can be done. Dr. Vaillant suggests

“ Successful aging means giving to others joyously whenever one is able; receiving from others, gratefully, whenever one needs it; and being capable of personal development in between.

To accomplish this, **one must employ** the social model of **developmental stages** and the emotional model of adaptational **mechanisms of defense**.

He shows why a person's background has less to do with their eventual happiness than specific lifestyle choices. And he offers step-by-step advice about how each of us can change our lifestyles and age successfully.





Past might predict but never determine the future.

“ The paradox of life is that the past may predict but never determines old age: life can be disturbingly wonderful.

George E. Vaillant

All Marketers are Liars: The Power of Telling Authentic Stories in a Low-Trust World by Seth Godin

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ツイート

Category: Marketing

(24 von 100)

Why: I need to understand what Marketing is all about.

Goal: become a marketer that tells valuable stories.



Action: Tell a Story That Empowers Beliefs.

3 Key Concepts

1. Marketers are not in control.
2. People act with their **worldview**.
3. First impression starts the story.

Summary

This book inspired me to learn about human psychology from stimuli to responses. I felt that Seth has conveyed how marketers guide the process of human thinking, by giving them the right stimuli. Stimuli/Stories that support their worldview.

I will show you below what the worldview means. Because if you are like me, this is gonna be your first time to hear about worldview and other differences between beliefs.

Marketers are not in control. Marketers tell stories to make an initial point, the rest of the convincing is done by consumers.

- Marketer **tells** a story that captures consumer’s attention.
- Consumer **predicts** what happens next.
- Consumer **rationalizes** anything that doesn’t match their prediction.
More on “why?” in worldview section.

People act with their worldview. Below I explain how worldview influences our perception, and in the end effect our responses ‘Buying’.

Note: changing our own worldview is difficult, you’ll see why soon.

What is Worldview?

Worldview is the set of beliefs about Reality.
Reality comprises of Sense, (Think, Knowledge (Worldview)), Act.
Here are 7 beliefs that influence our Reality (perception part).

1. Epistemology: belief about nature and source of knowledge.
2. Metaphysics: belief about ultimate nature of reality itself.
3. Cosmology: belief about origins of universe, life, and Man.
4. Teleology: belief about meaning and purpose of universe; its inanimate elements and inhabitants.
5. Theology: belief about existence and nature of God.
6. Anthropology: belief about nature and purpose of human life and culture.
7. Axiology: belief about nature of value; good or bad, right or wrong.



Credit: “What is a Worldview?” by Ken Funk, Oregon State University.

The first impression starts the story. With that, consumers make a quick and permanent judgment.

Customers (all humans basically) predict and rationalize a story to validate their worldview. When the story is inconsistent with your worldview, you experience a **Cognitive Dissonance**. It refers to a situation involving conflicting attitudes, beliefs, or behaviors. This produces mental discomfort.

To reduce this discomfort and restore beliefs, we do whatever to prove that our initial assertion is right.



Once we've made up our mind, we ignore contrary data for as long as we can get away with it.

The origin of **Stubbornness**.

As the result, our brain doesn't compare all features, rather notices only new features as a discovery. Then we make guesses based on that. And tries its best to defend the idea that supports our beliefs.

To sum up, marketers should tell stories that people already want to believe in.

The fact that we live in a world where people buy on 'Want' rather than 'Need'. The story should reflect their beliefs and view of the world, rather than product qualities and specs.

Recap, how brains process information.

1. Look for difference: not new, we ignore it.
2. Look for causation: once we pay attention, brains set out to explain it.
3. Predict what happens next.
4. Rely on cognitive dissonance to restore one's worldview and response (buy!).

Amazon Product Manager Interview: A Step by Step Approach to Ace the Product Manager Interview at Amazon by Coursetake

May 10, 2021 / Consulting /
Category: Consulting

(56 von 100)

Why: I am interested in working as a product manager in big company.

Goal: learn more about PM role and expectations from Amazon.

Action: Work in frameworks.



3 Key Concepts

1. Strategize your product with customer-mind.
2. Set milestones that show features priority.
3. Work to ensure that right features being built.

Summary

How to be proficient with framework?

Practice the following 9 things product managers do.

1. Strategy

- Set vision and define unique value proposition for product.
- Set KPI for product features.
- Define and maintain product roadmap.
- Define user needs and stories.

2. Milestones

- Prioritize features and release roadmap.

3. Work

- Refine product quality that features deliver promises.
- Design requirements with UX.
- Implement and make sure that right features being built.
- Launch product with marketing plan.

Rinse and repeat: consistently ship great products

Key is to ship.

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Now as the book title suggests, we need to combine the generic PM skills with Amazon values to go to the interview.

Here are 14 key principles at Amazon.

1. Customer Obsession
2. Ownership
3. Invent and Simplify
4. Are Right, A Lot.
5. Learn and Be Curious.
6. Hire and Develop the Best.
7. Think Big
8. Insist on the Highest Standards.
9. Bias for Action.
10. Frugality, do more with less.
11. Earn Trust
12. Dive Deep
13. Have Backbone: Disagree and Commit
14. Deliver Results

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This book is very practical for someone who is looking for a PM position. Not only at Amazon, but any company.

I would also adopt this clear framework to my company to ship products more efficiently. Hence, contribute more to the society.

I felt that this is it! This is the kind of job that would bring out all in me, even more than management consulting. How about you? Is this also what you wanna do?

Become a Tax Advisor by Seibido Shuppan

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いいね！ 0

ツイート

Category: Finance & Accounting

(58 von 100)

Original Japanese Title: 税理士をめざす人の本 成美堂出版

Why: I need to file taxes by myself from now on.

Goal: learn how to become a tax advisor in Japan.



Action: Study Income, Corporate, and Consumption Taxes.

3 Key Concepts

1. Taxation can be categorized in 3 ways: National/Local, Direct paid/Indirect paid, Type of Activities.
2. Learning what tax is for, helps us understand our society finances.
3. Tax advisor does more than tax filing: taxation, accounting, consulting.

Summary



How to study taxation?

In Japan, the exam balances between law and regulations memory and tax calculation highly depend on the subject – I assume the same for other countries.

The book suggests that you start from **“Book-keeping.”** Then, most familiar consumption tax, income tax, and then corporate tax.

	National Tax	Local Tax
Direct Tax	<ul style="list-style-type: none">• Income tax• Corporate tax• Inheritance tax• Gift tax, etc.	<ul style="list-style-type: none">• Resident tax• Business tax• Property tax• City tax, etc.
Indirect Tax	<ul style="list-style-type: none">• Consumption tax• Oil tax• Liquor tax, etc.	<ul style="list-style-type: none">• Local consumption tax• Golf course tax, etc.

Yes, besides these 3 abovementioned taxes, there are 6 more taxes in the Japanese Tax Advisor exam. (+2 Accounting subjects, so a total of 11) Just for those who are curious, one needs to clear 2 accounting subjects and 3 taxes to get the tax advisor license.

This book has summarized how to study tax exams to get a license in Japan. It also says about what the daily work as a tax advisor is like and other tips.

If you happen to be here and want to get the Japanese tax advisor license, this book is a good overview.

First, what is tax for? Why are we paying it? How?

Tax is, in short, a membership fee to join the community. In this case, a national membership to live in any country as a citizen. It is used on many things involving public social facilities and services, including garbage recycling, policies, fire department, hospital, school, roadway, etc.

You must imagine how horrible it would be to take care of everything by yourself without these public services. **“Get rid of your own poop, etc.”** And

As somebody gotta do it for you, it costs money (TAX)!

Why? Well, it is a law. You, as a citizen, have a tax duty.



“ Taxes are what we pay
for a civilized society.

Oliver Wendell Holmes,
former Justice of the United States Supreme Court

How?

This is where it gets interesting. Since there are so many laws and regulations, we need to study each type of tax. Of course, how much is situational, therefore calculation is an art to study.

“ Let's face it, even we all now understand that money goes to our society, tax advisors are there to help you pay as little as you allow to avoid them.

• • •

What do tax advisors do?

There are 2 types of work: work that only tax advisors can do and work that tax advisors do better than non-advisor.

Work that only tax advisors can do

- Tax advising duh
- Tax document preparation
- Tax filing instead of client
- Tax related representative in court

Work that tax advisor do better then non-advisor

- Accounting
- Business consulting
- Training on taxation

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To sum up, learning any law will help you protect yourself from legal mistakes and injustice in society. Tax law is, in my opinion, one of the most practical laws to study. It is crucial even when you are building a company.



I actually studied the basics of all 11 taxes in Japan. So let me know if you guys are interested in reading about the Japanese taxes overview, hahaha.

Book Writing Mistakes by Jim Edwards

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ツイート

Category: Communication

(96 von 100)

Why: I am writing blogs and planning forward to publishing a book in 2 months.

Goal: Learn how to write a book with certainty.



Action: Offer Obvious Benefits to Read.

3 Key Concepts

1. Have a clear outline before start writing.
2. Solve their reader's problems.
3. Tell them what to do next (after reading).

Summary

How to offer obvious benefits?

State them in the headline, "How-to." Write in outlined format. Give clear instructions on what to do next in the book.



This book is basically a sales copy. However, it reminds you to write to solve readers' problems.

Outline with questions

Questions make you think! So set up the outline with a sequence of right questions, with that come right answers. Reduce the chance of staring at the blank sheet of paper or screen again.

The author goes further with Writing Prompt, sentences with blanks to fill in. Remember practices in a language textbook? This works wonderfully in leading your thinking.

Be obvious with solution

Readers need to know that it is worth their time reading your book. The solution must be obvious for them to even pick your book out of the shelf or click on the link. Here we need a strong headline! Sell it to them!

This is also a reason why the “How-to” book and headline are so potent. It presents a clear problem and its promise to solve such a problem.

Offer them S.L.I.C.E


- **S = Shortcut**, fewer steps to a goal.
 - **L = Leverage**, less effort.
 - **I = Insight**, wisdom.
 - **C = Cool tool**, useful tool.
 - **E = EZ button**, just a click to result like online service.
-

Tell them what to do next

The lost opportunity in writing is often not being clear of what you want readers to do after finishing your book. So again, be obvious and give clear instructions.

This requires you to have a clear business plan behind all your books. Every end of each book should point them in a specific direction.

To sum up

This is a practical way to a book publication. The author shows that publishing a book should only be your first step in your sales funnel. For example, to get more leads to your next business goal like coaching and so on. 

The steps are having a clear outline with questions and offering a clear solution in terms of S.L.I.C.E.

“ Structure an Outline and
Stick with It!

Outline them books.



Business Law by Card and James

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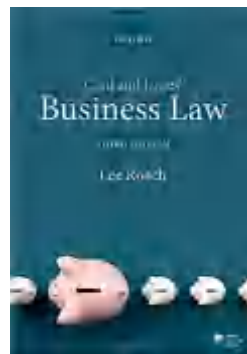
ツイート

Category: System

(40 von 100)

Why: I adopt Viking's advice to learn the Bjarkey code (law book).

Goal: find out what law I should study to do business in Japan and Germany.



Action: Learn Civil and Private Business Law Together.

3 Key Concepts

1. Thai, Japanese, and German law are civil law.
2. Public law is between state and a person, private law is between persons.
3. Law is confusing, because they keep using same word for everything.

Summary

How to learn a law?

I suggest that I use a law textbook as my pillow from now on. It is just way too darn thick.



This book from Card and James explains English law, which is common law. So if you do not live in a commonwealth country or the USA, then the details do not apply to you. As I want to learn law to do business in Japan and Germany, this book does not help much.

As an engineer, I learned the difference between “What is law?” and that is a good start. So here is a simple summary.

What is law?

“

Whilst it could be said
that all laws are rules, it
is certainly not the cast
that all rules are laws

Card & James

The next question should be, “How are some rules elevated to legal status and some aren’t?” Now that won’t be covered here. As I am also still finding out why, hahaha. Guys, you have to also do your own work.

The legal system, though, consists of more than rules. There are also rights, principles, and policies. Yeap, that is why it is so complicated to practice law. Many subtleties.

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Criminal law vs Civil law

Criminal law

- To punish wrongdoers and deter others from committing crimes.
- Innocent or convicted
- Must prove the guilt beyond a reasonable doubt.

Civil law



- To compensate a loss or injury due to the acts or omissions of another.
- Win to get remedy or lose to get nothing
- Must prove on a balance of probabilities.

• • •

Public law vs Private law

Private law is the relationship between individuals. e.g., contracts and labor laws.

Public law is the relationship between an individual and the government. e.g., criminal law.

• • •

Common law systems vs Civil law systems

Common law

- Originated during the Norman Conquest in 1066.
- Case law
- Judges create and interpret law
- Binding precedent

Civil law

- Originated in Roman law – the COpus Juris Civilis during 529-34 Ce by Emperor Justinian.
- Codes in numbers
- Judges interpret law in line, no creation.
- No binding precedent

To sum up, treat your book of law kindly as it applies to our every act in a frame of society.





There is much to learn. Go section by section.

Business Writing Essentials: How to Write Letters, Reports and Emails by Clare Whitmell

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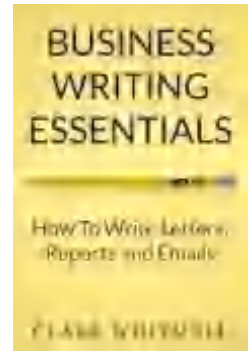
ツイート

Category: Communication

(82 von 100)

Why: I need to write clearer English to my business partners to get feedback.

Goal: learn rules on how to write a letter or an email that is easily understood.



Action: Write Like How You Would Talk.

3 Key Concepts

1. Write like how you would talk, avoid over-formal words.
2. Use modal verbs instead of a phrase.
3. Stick with simple layout "Subject + Verb + Object"

Summary

How to write like you would talk?



Read out loud what you are writing about. Then, re-read them again out loud. Writing as business usual!

I am telling you this is easier said than done.

“ It requires extra work to reduce your reader’s work.

This book is a compact guideline to write simply. However, for a better writing style, I suggest you check out this post: [The Elements of Business Writing](#) by Gary Blake and Robert W. Bly.



Writing as business usual.

3 Ways to Write Concisely

- 1. Avoid using formal words in general English.
- 2. Avoid using cliched expressions and repetition.
- 3. Use modal verbs: can, must, should instead of a phrase like “it is necessary to”.



Rules for Easily Understood English

Your reader should understand at the first go: objective, main information, what to do next.

1. Keep grammar simple
 2. Keep vocab simple
 3. Avoid idioms and phrasal verbs: I will use them because I like them ;p
 4. Keep sentences short
 5. Use a clear layout: Subject + Verb + Object
 6. Use punctuation esp. list
 7. Define words if necessary: at the first use
 8. Get someone else to read your text
-

To sum up



Easily understood English takes more than memorizing alphabets.

Writing as business usual needs some guidelines. With rules here, you can reassess your business writing skill and start to refine it to achieve an easily understood English



Case Interview Secrets by Victor Cheng

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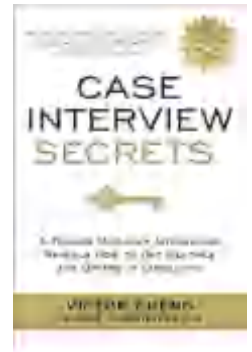
ツイート

Category: Consulting

(47 von 100)

Why: I have to make everyday business decisions.

Goal: Learn to solve business problems like a management consultant.



Action: **Solve a Framework to Prove Your Hypothesis.**

3 Key Concepts

1. **Estimate with a proxy.**
2. **Set a hypothesis and drill-down logical tree.**
3. **Map situation on a framework.**

Summary

How to set a hypothesis?

You do it by asking the right questions. To ask the right questions, you need to understand the framework and each component of the client's business connected to the whole situation. Here I



highly suggest you check out “[Seeing the Big Picture](#)” by Kevin Cope.

“ Best thing to do if you are going to prepare to a case interview: do a real business, no matter how small that will be.

I have read a book on case interviews before, but nothing makes sense until now that I have my own business. So, perhaps a person with a business degree will have an advantage here. Although this is obvious, but not that many college students would take up this advice.

Victor summarizes the case interview in a broad, flexible framework. He criticizes candidates that work out the problems with memorizes the framework as a robot.

Below is what I learn about solving problems like a professional consultant.

First, do your estimation with known proxy.

This is a secret to solving complex estimation questions like the market size.

- Select a proxy, something you know that connect to your target.
- Find out how your proxy is not perfect for substitution.
- Segment estimates to minimize these imperfections.

With this approach, you start with something you know and fine-tune the result to converge to reality.

One cool estimation on best-case scenario **revenue** in the book goes like this.

- Get a size of client’s current customer.
- Estimate prospects for new product inside current customer pool.
- Calculate the percentage of prospect that would actually buy the new product.
- Times that number with maximum price.
- There you have a maximum possible revenue at launch.

. . .

Second, set a hypothesis.

Based on the given information and drill down each logic branch.

Victor introduces that a consultant solves a business problem like a scientist does the experiment. ^

- **Hypothesis:** assume certain outcome based on given information.

- **Issue tree/experiment framework:** use **MECE** to thoroughly prove the logic.
- **Drill-down analysis:** calculate to prove each sub-logic.
- **Synthesize:** present first a business action and back it up with findings.

Third, map your client’s business.

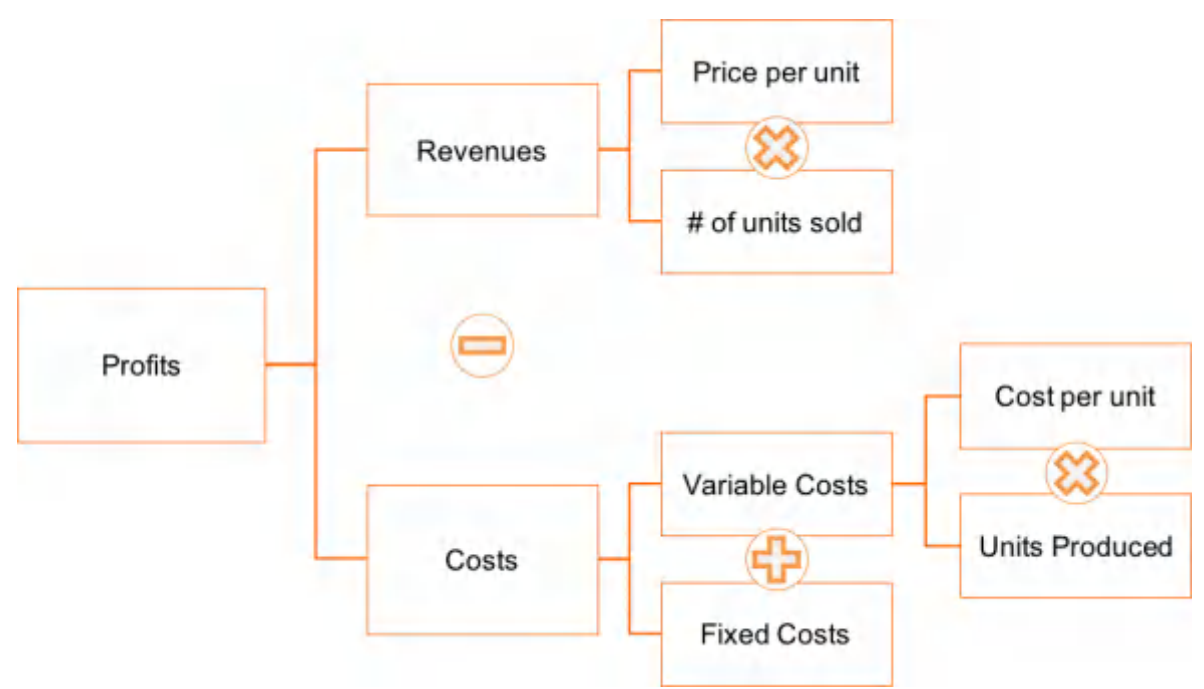
Their situation to a framework. This helps you understand the whole picture quickly and systematically.

Two widely used frameworks in business consulting are the Profitability framework and Business Situation Framework.

Before you start using the profitability framework, you must distinguish between fixed cost and variable cost.

- **Fixed cost:** cost that doesn’t change with units sold like a rent.
- **Variable cost:** cost that changes with units sold like material costs, sales force commission, etc.

Profitability Framework



Reference: <https://www.craftingcases.com/profitability-tree-guide/>

Business Situation Framework



3 C's / Business Situation Framework

Customers	Competition	Company	Product
<ul style="list-style-type: none">• What are the different customer segments?• What are their needs and preferences?• What are their purchasing behaviors and habits?	<ul style="list-style-type: none">• Who are the competitors?• How much market share do they have?• What are their differentiations or competitive advantages?	<ul style="list-style-type: none">• What is our company's performance?• What are our core competencies?• What are our capability gaps?	<ul style="list-style-type: none">• What are our products?• How do our products compare to competitors' products?• What are product substitutes and complements?

Reference: <https://hackingthecaseinterview.thinkific.com/pages/case-interview-frameworks>

The key step here that most people miss is **benchmarking**. Useful comparisons are as follows.

- Compare with a previous time period.
- Compare to the rest of the industry.

Otherwise, you can't conclude if your metric is high/low, good/bad, company-specific/industry-wide.

• • •

To sum up, business problem solving is just like any skill; you get better with practice. You can pick it up by first familiarize yourself with business components like revenue and cost. Then train yourself to set up a hypothesis and prove it efficiently like a scientist. Finish it up by synthesizing the actionable task to become a pro-consultant.

Changing Employee Behavior: A Practical Guide for Managers by Nik Kinley and Shlomo Ben-Hur

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ツイート

Category: Behavioral Change

(49 von 100)

Why: Training, coaching, managing people are all attempts to control others' behavior.

Goal: Learn to motivate people.



Action: **Make It a Game – Track a Progress and Give Reward.**

3 Key Concepts

1. We all have different intrinsic motivation.
2. Punishment must be predictable and align solution.
3. Use gamification in your business: the carrots and sticks.

Summary



How to get good at rewarding?

Take good care of people around you with real interest. Extrinsic motivation, like rewards, means much less with they do not align with the receiver’s intrinsic value.

This book gives a research-based practical guide for us to motivate people. Aiming to improve others’ productivity.

MAPS model for change

M: Motivation – do they want to change?

A: Ability – do they know what to do and the skill to change?

P: Psychological capital – inner resources such as willpower, self-belief, and resilience to sustain change.

S: Supporting environment – such as incentives, situational cues, and social norms- supports change.

• • •

Intrinsic Motivation

1. Create **Autonomy**
 - Involve people
 - Get the tone right
 - Offer choice
2. Emphasize **Mastery**
 - Clarify competence
 - See the challenge
3. Ensure **Connection**
 - Establish “Why”
 - Make it personal
 - Remember Wittgenstein and get practical

• • •

Extrinsic Motivation

Selectively motivate externally with internal consideration.

1. Publicly **Reward**



- First praise
- Recognition
- Prizes
- Last with money

2. Negative **consequences**

- Criticism
- Punishment: collaborative & **predictable***

• • •

To sum up, Nik and Shlomo give a clear guideline on motivating your peers to do better at anything. Practice giving both intrinsic and extrinsic motivation, and you have the best shot to get someone to change their behavior.



Cleaning and Organizing: The Toyota Way by OJT Solutions

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ツイート

Category: Systems

(42 von 100)



Why: I spend too much time finding business documents.

Goal: find any file in 10 seconds.

Action: Give All Belongings An Address.

3 Key Concepts

1. Set a rule to discard.
2. Order things in usage frequency.
3. Make a place and address so they can belong.

Summary

How to clean and organize things?



In short, make it a part of your working habit to label objects with a specific address.

This book summarizes the way to implement 5S in our offices. If you do not know 5S, here is the quick re-cap.

- 1. **Seiri**: Sort to keep or discard.
 - 2. **Seiton**: Set in order of usage frequency.
 - 3. **Seiso**: Shine
 - 4. **Seiketsu**: Standardize with address.
 - 5. **Shitsuke**: Sustain with regular check.
-

Sort: set time to discard

It is hard for all of us to throw things away. The common mistake is that we do not set a rule. It is, therefore, hard to make decisions.

- 1. Always use: keep
- 2. Use sometimes: set an expiration date of 1 week or 1 month. **Discard as time runs out!**
- 3. Never use: discard

. . .

Set in order: put in order of usage frequency

The idea is to minimize the time to find and reach the target object by keeping frequently-used things near you.

- 1. Always use: multiple times per week, put on your desk.
- 2. Use sometimes: once per week or month, put on a shelf.
- 3. Selten use: archive in a room, put out of your sight.

. . .

Give a home address: draw a line and set an address.

It is far more efficient to put things in a slot or in a frame than decide where exactly to put them.





The address is a home for things.

• • •

To sum up, it is refreshing for me to read these principles as we use them in our production line. Now, I have a practical idea of how to apply it to my everyday life.

Deep Work: Rules for Focused Success in a Distracted World by Cal Newport

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ツイート

Category: Productivity & Effectiveness

(8 von 100)

Why: I need to secure more time to concentrate on my reading binge.

Goal: find a sustainable way to make my time remains “my time”.



Action: Bundle trivial tasks, complete at once.

3 Key Concepts

1. Digital detox : your best chance is “Quitting”.
2. Remove yourself from surroundings.
3. New economy values expertise.

Summary

Digital Detoxification: no one can argue the usefulness of connectivity. For that, many overlook its damaging nature of distraction. I agree with the author, it is a pressing issue of our generation. We need rules to contain our attention, to direct them to purposeful activities.

“

I'll live the focused life,
because it's the best kind there is.

Winifred Gallagher

Here are 4 rules to help you have some of those focused successes.

1. **Work Deeply:** have a trigger queue to begin and finish each task.
2. **Embrace Boredom:** live with a root cause of craving stimulus.
3. **Quit Social Media:** or at least ask “Why checking the phone now?”
4. **Drain the Shallows:** ignore the rest. “Let the small bad things happen”, said Tim Ferris.

Remove yourself from surroundings: our current settings are too demanding and the noise won't go away. Thus, running away with plans could be an option to restore your mental energy. Have yourself a retreat, time to unplug from the outer world and reconnect with the one inside you.

New world economy values expertise: deeper and quicker. The question is at what cost. Cal Newport illustrated how high a stake is, not being able to work without distraction.

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If you don't produce, you won't thrive—no matter how skilled or talented you are.

Cal Newport

English for Presentations at International Conferences by Adrian Wallwork

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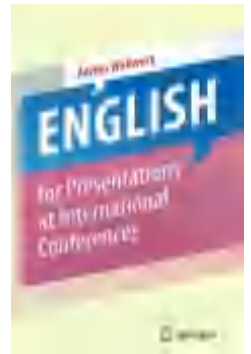
ツイート

Category: Communication

(16 von 100)

Why: I need to improve the way I prepare my presentation.

Goal: make a comprehensive presentation for international audiences.



Action: Introduce yourself before you start speaking.

3 Key Concepts

1. Do better prep work, so that your audiences don't have to.
2. Your credibility affects: practice your self-introduction like a pitch!
3. Formulate a clear storyline.

Summary

Reading is energy-consuming. The reason why only half of our population read merely 1 book a year! How well your writing is, rendering to how much work the readers need in order to digest the content.

Reduce their work, here is how!

The first step is to know your audience. At which depth you need to explain a concept depends on their **familiarity** with the topic. If you are likely to have mixed audiences, do not make assumptions that they may know. Thus, you've gotta find the right balance and prepare extra slides.

The second step is to limit the number of ideas. Indicate the point that will make your presentation stands out and stop adding more. Multiple ideas in one page is confusing and therefore inefficient.

Rule of thumb: 1 work per sentence, 1 insight per paragraph, 1 idea per slide.

In the book “**On Writing Well**” by William Zinsser, he talked about the sentence that does new work, and only one work each time.

Credibility is like a promise. “My presentation is worth your time.” How the audiences judge your credibility impacts how much attention they would give to you. Therefore, it is helpful to tell your audience about yourself, your knowledge, and your experience with the topic. Fail this and your results won't matter.



Look like you know what you are talking about is to know it.

The clear storyline, here are typical sections in the presentation.

1. Outline: Why?
2. Methodology: How?
3. Results: What did we find?
4. Discussion: So what?
5. Future work: What next?
6. Thank you: That's all folks

Only taking care of orders is not enough. You should adjust the length of each section according to the emphasis. Do not spend half of your time explaining the second or third sub-idea, and then have one slide on the main idea.

Moreover, the book offers many more tips and techniques to prepare a presentation that would be comprehensive for the international crowd. I am now more aware of the problems that usually occur at these conferences. The insights lead to a more thoughtful preparation, where audiences can digest information more easily.

Essentials of Entrepreneurship and Small Business Management by Thomas W. Zimmerer and Norman M. Scarborough

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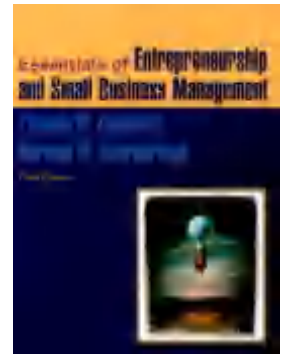
ツイート

Category: Management

(53 von 100)

Why: I need to survive my business cash crisis.

Goal: Learn cash flow management.



Action: Stretch payables, accelerate receivables, and minimize inventory.

3 Key Concepts

1. Plan cash inflows and outflows.
2. Make customers pay on time.
3. Pay people as late as possible.

Summary



How to stretch payables, accelerate receivables, and minimize inventory?

You must have a plan. And here is how.



Pay as late as you can.

First, know your role as a business own in cashflow management.

1. **Cash finder** – there is enough capital to pay all bills.
2. **Cash planner** – forecast cash inflows and outflows.
3. **Cash distributor** – pay bill according to the priority and timing.
4. **Cash collector** – make customers pay on time.
“Get the cash in the door as fast as you can.”
5. **Cash conserving** – maximize value by avoiding immediate expenditures.
“Pay people as late as possible.”

“Cash is the most important yet least productive asset that a small business owns.”





• • •

Cash Management

It permits the owner to adequately meet the business’s cash demands, avoid retaining unnecessarily large cash balances, and stretch the profit-generating power of each dollar the business owns.

What is the problem with fast growth?

New business owners tend to focus heavily on sales at the beginning and realize almost always too late the following fact:

“It takes extra cash to support extra sales”

Therefore, rapid growth will induce immediately fixed cost increases like material cost and inventory. And double down the effect as cash collections fall behind.

Result: Cash Shortages

How to resolve cash shortages?

One must understand that **cash** is not **profit**. Although the business must have the cash to pay the bills at any point in time, profit is generated only after customers pay.

[Formula]

$$\begin{aligned} \text{Extra cash required} = & \\ & [(\text{New sales} - \text{Gross profit} + \text{Extra overhead}) \\ & \times \\ & (\text{Average collection period} \times 1.20^*)] \\ & / \text{Time frame for adding new sales} \end{aligned}$$

*The extra 20% is a cushion.

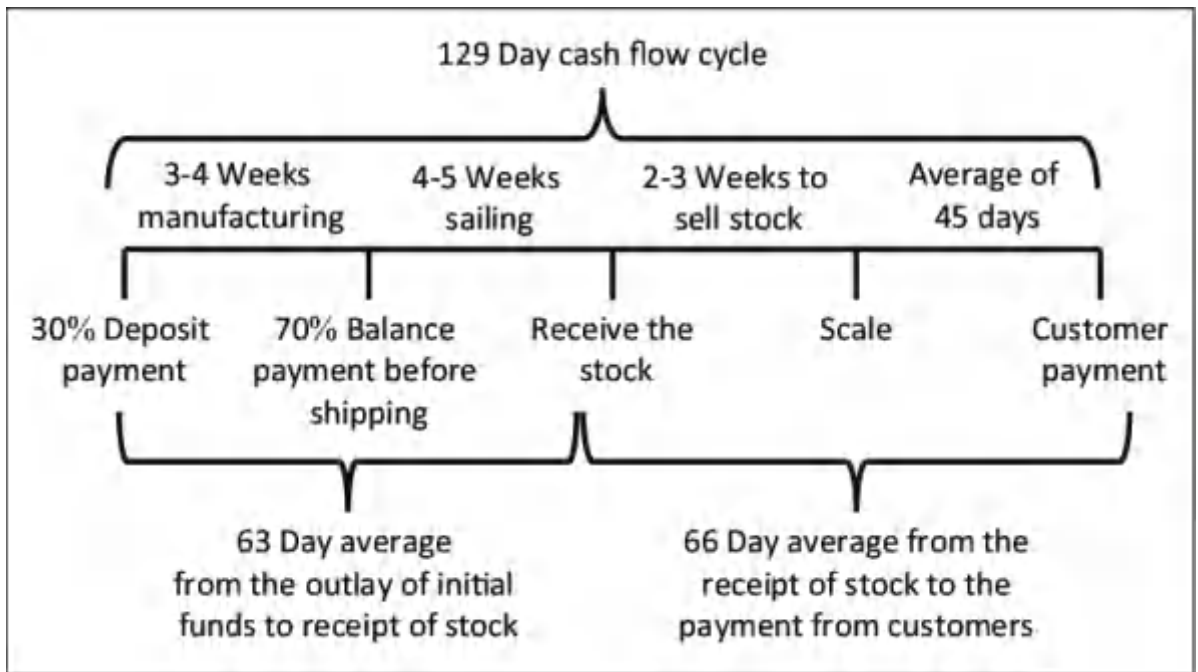
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Cash Flow Cycle

The time lag between paying suppliers for merchandise or materials and receiving payment from customers for the product or service.



Cash cycle = difference between {Pay invoice and Customer pays}



Credit: Wesley Niemann [University of Pretoria | UP · Department of Business Management](#)

So now it is clear to see, profitability does not guarantee liquidity.

Profits are tied up in many forms like inventory or machinery.

Cash is the money that flows through a business in the cycle without being tied up in any other asset.

“ You pay creditors, employees, the government, lenders in CASH, not in PROFITS.

• • •

To sum up, we need to know where how the cash flow through our business. Therefore, make a plan for inflows and outflows is a must to avoid a cash crisis. Better: make a forecast.

It is unrealistic to trace every dollar. Therefore, you should focus mainly on the following Big Three cashflow problem causes.

1. Accounts receivable
2. Accounts payable
3. Inventory

“ A firm should always try to accelerate its receivables and to stretch out its payables. And avoid excessive stock of inventory as it ties up valuable cash.

Failing Forward: Turning Mistakes into Stepping Stones for Success by John C. Maxwell

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ツイート

Category: The Human Mind

(18 von 100)

Why: I need this to change my attitude about the past.

Goal: live better with failures.



Action: Give Yourself a Fair Quota to Fail.

3 Key Concepts

1. Inaction brings more fear.
2. Expect to succeed on the first try is not being realistic.
3. Focus on helping others to persevere.

Summary

Failing is uncomfortable. No one would want to fail. Many despise it enough to give it up without even trying. John showed how anything meaningful in life is accompanied by failures. It is unavoidable! Everyone must fail in order to get somewhere. No exception.

Inaction brings more fear.

Fear→Inaction→Inexperience→Inability→more Fear

This reminds me of my first dance lesson years ago. My teacher insisted that I look stupid that night, rather than going home. A moment later, I found myself on the dance floor full of people. I did not hear a single beat of the music. I did not look at the girl. And mostly just doing basic steps. Boy, how much I was sweating and trembling from fear. Yes, it was embarrassing.



The boat is meant to be taken off the shore.

Fast forward, because my teacher did not let me go home after the first lesson that night. I can now dance into dancing. A skill every dancer acquired along the way. Below is some life truth to keep in mind about being human.



Rules for Being Human

- Rule#1 You will learn lessons.
- Rule#2 There are no mistakes – only lessons.
- Rule#3 A lesson is repeated until it is learned.
- Rule#4 If you don't learn easy lessons, they get harder.
- Rule#5 You'll know you've learned it when your action change.

John C. Maxwell

Be realistic. Expecting yourself to get it right all the time is not only impossible, but it is also irrational. The problem is that we do not look at achieving our goal objectively enough.

Fix: Give yourself a quota, and try to beat it before you complete the task.

Even on average, entrepreneurs **fail 3.8 times** before they finally make it in business. If you are about to start your business journey, get your attitude in the right place!

All my life I've wanted people to feel like they were better for knowing me.



Focus on others. Now you see why it makes sense for us to fail, and fail often. The important thing left to learn is how to stick with it till the end. The hardest part of any meaningful pursuit. John suggested “Helping others”. Because feeling pity and focusing on yourself will not get you far from your own mistakes. Here is how John thinks we should go about it.

- Think of others first: be conscious whether you put others before yourself.
- Find out their value: listen, ask, or observe how they spend time and money.
- Meet their needs with all you can and expect nothing in returns.
- Tip: Be an extra-mile person, go over board to help others.
Be my mom, she is the most selfless person I have yet met.



You can get everything in life you want, if you help enough other people to get what they want.

Zig Ziglar

Lastly, prevent yourself from quitting. By reading stories of people who tried, failed, and kept going. Keep in mind, the only difference between a little shot and a big shot is that a big shot kept shooting. Stand your ground, effort pays off in full only when a person refuses to quit.



Failure is also a mark of success you've worked for.
When a pole-vaulter finally misses, it shows how
far he's come. That failure becomes his next
starting point.

Dave Anderson

Fundamental Tax Law: Income, Corporate, and Consumption Taxes by Eikosha

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いいね！ 0

ツイート

Category: Finance & Accounting

(60 von 100)

Original Japanese title: 基本税法 栄光社

Why: I need to understand common tax laws before meeting tax advisor candidates.

Goal: List 15 tax questions relating to my current business situation.



Action: Prioritize Specific Experiences of Advisor.

3 Key Concepts

1. Roughly half of public income is from a sum of income, corporate, and consumption taxes.
2. There are multiple (specific) types of income in the eye of tax law.
3. Taxation has fixed formula, but the application is situational.

Summary



How to prioritize your tax advisor's experience?

Ask the following questions.

- Have you had **experiences** with tax audits?
- What is your **expert** field? Import/Export, Real estate, Corporate?
- Who are your main **clients**? big/small companies, local/international?
- Are you a **one-man shop or an enterprise**?
- Are you **familiar** with a client with **my personal background**?

This book is a basic introduction to the 3 most fundamental taxes: Income tax, Corporate tax, and Consumption tax.

To be honest, I cannot get enough of it.

“ If you are not excited about law, study tax law. Why? Money saved can be a huge motivation

• Half of public income

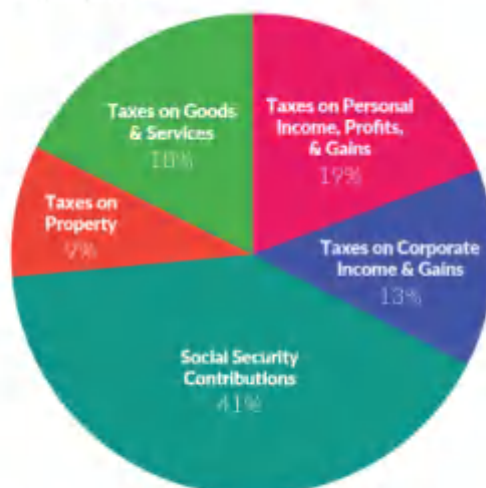
In Japan, it is quite easy to remember the constitutes of public income. **Half tax and half debt.**

- **Income tax:** 19%
- **Corporate tax:** 13%
- **Consumption tax:** 18%
- **Property tax:** 9%

From 2015 Japanese public income



Japan's Tax Revenue, 2015



Source: OECD 2015 revenue statistics (<https://www.oecd.org/tax/revenue-statistics-japan.pdf>)
 Note: 9% of the revenue in the "taxes on goods and services" category is from a VAT.

TAX FOUNDATION

@TaxFoundation

Credit: <https://taxfoundation.org/how-japan-can-boost-growth-through-tax-reform-not-stimulus/>

• Multiple types of income

Before you get tactical about taxes, you need to understand how your law sees your **income**. With that being said, one sure way to avoid taxes is to have no income at all ;p

And also depends on your status in that country. Visa and residence permit.

Type of residence / Category of income		Income other than foreign-sourced income		Foreign-sourced income		
		Paid within Japan	Paid outside Japan	Paid within Japan	Paid outside Japan	
					Remitted to Japan	Other
Residents	Permanent residents	Taxable	Taxable	Taxable	Taxable	Taxable
	Non-permanent residents	Taxable	Taxable	Taxable	Taxable	Non-taxable
Non-residents		Taxable	Taxable	Non-taxable	Non-taxable	Non-taxable

To sum up, taxation has a fixed formula, but the application is situational. That is why it requires experience.

Gaijin Kaisha: Running a Foreign Business in Japan by Jackson N. Huddleston, Jr.

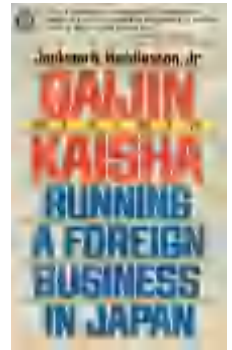
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ツイート

Category: Corporate Strategy

(38 von 100)



Why: to see what it was like to do business in 80s Japan.

Goal: Learn some insights on what still works now.

Action: Study the Relationship Between Group Companies.

3 Key Concepts

1. Take part in group learning to build relationship.
2. The value chain is tightly connected, market size is an illusion.
3. Not all Japanese are the same, they think they are, but they aren't.

Summary

This book summarized 33 years of the author's life as he studied, taught, and worked in Japan. He published this book in 1991. So the insights cover the 50s to 80s.



Not so surprising that many things have changed, but also many have not. I am living and working in Japan for about 10 years since I was a teen. I found a narrative to still be informative for anyone interested in doing business here today.

It piqued my interests as it addresses the business in the view that the Japanese retail market is the largest globally, and there are yet plenty of **opportunities to be harvested**.

First, there are many opportunities to learn along side with Japanese.

For example, take part in college seminars, company training, or best in **Think Tanks**, a governmental and privately sponsored think group.

The goal is to get to know the industry leader and find out what is the (foreseeable) future policy. Although, this can take years of your career to build a strong relationship.

. . .

Second, how much of the pie is left to be taken.

It cannot be analyzed by its surface. Instead, one must analyze the connection throughout the value chain of competitors deeply.

For example, Mitsubishi built something. All other branches like Mitsubishi shoji (trading company), Mitsubishi bank, and the list goes on; will only use their created product.

Same for the automotive industry. Toyota group will consume most parts from its well-established subsidiaries like Denso.

So these portions of the market may seem available on paper, but they are not!

. . .

Third, not all Japanese are the same.

Sounds pretty obvious, right? You have no idea how many Japanese will assume that if they think a certain way, the others must also think the same.

The effect is that if you trust their words, your product launch will fail. So the key is to build an R&D function to develop products for the local market, whether it will be a small alteration.

Keep in mind, the Japanese market is one of the most competitive ones on the planet.

. . .



To sum up, the author mentions that the 90s won't be like the 80s. The Japanese market is awakening for a long time, and foreign companies are not ready to battle Japan's front. He got both parts right in 1991, but now only the first half is right.

I can see the shift of value about foreign companies in the past 10 years, and this changing trend to prefer outsiders is **becoming ever prominent**.



Ready to open a foreign shop in Japan?

Getting to Yes: Negotiating Agreement Without Giving In by Roger Fisher and William L. Ury

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ツイート

Category: Negotiation

(3 von 100)



Why: I need to negotiate our next project deadline.

Goal: get rid of frustration when dealing with arguments.

Action: Calculate possible agreement with best alternative.

3 Key Concepts

1. No one likes to agree with a person who does not understand them.
2. Invent mutual gain : win-win
3. Insist on using objective criteria

Summary

First, try on their point of view: most common conflict at any negotiation. Because every negotiation starts with different interests from 2 parties. Very few people would start by seeking to understand the opposite standpoint. If your question to clarify their needs, you will earn trust and eventually **everything you wanted** from them.

“They just wanted to feel understood”.

After you formulate what's in it for them, you can be more creative to invent a mutual gain. Keeping their needs in mind, so you can formulate BATNA, ZOPA, CZ to guide your exchange.

First, know your BATNA or “**Fuck you position**” before even begin.

Second, know their BATNA, it is your only objective at the beginning of the conversation.

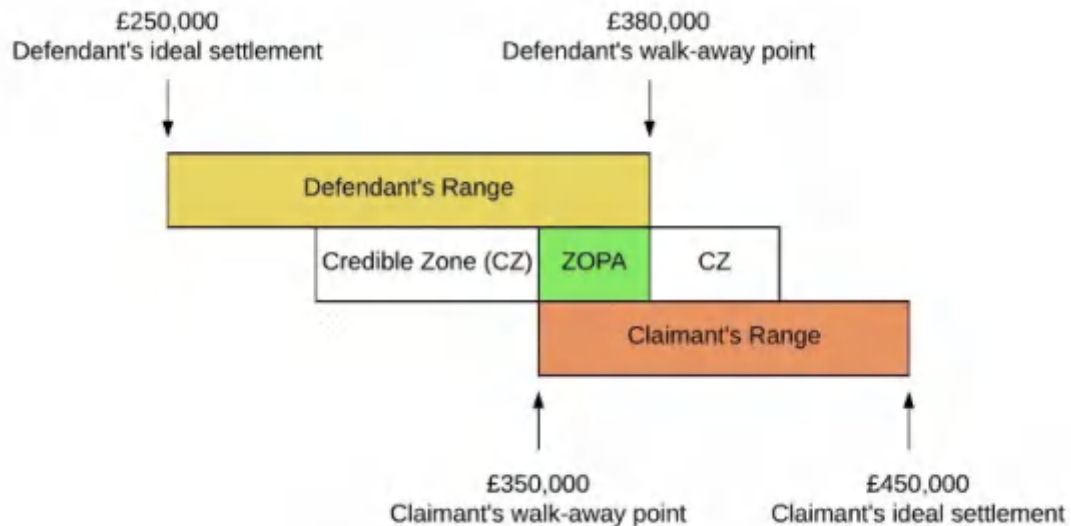
Third, formulating ZOPA from overlapping (mutual) gain.

(Forth), guessing CZ for anchoring your first offer where you do not expect the agreement.

BATNA = “Best Alternative To a Negotiated Agreement” or “Fuck you position”

ZOPA = “Zone Of Possible Agreement”

CZ = “Credible Zone”



Reference: <https://thinkmediate.co.uk/zopa-making-offers-at-mediation/>

When there does not seem to be any ZOPA or basically there is a gap, insist on objective criteria. If that does not work, then say “Fuck you” and be fine with walking away with your BATNA.

Guide to Crowdfunding by Junko Yamamoto

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ツイート

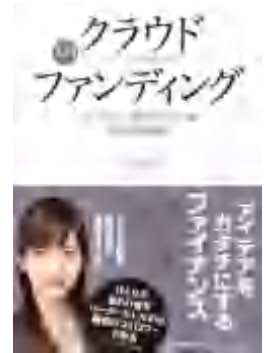
Category: Business Creation

(14 von 100)

Original title: クラウドファンディング入門 by 山本純子

Why: I need to fund my startup without a bank.

Goal: learn about what leads to a successful crowdfunding project.



Action: Hustle, tell your fan a great story.

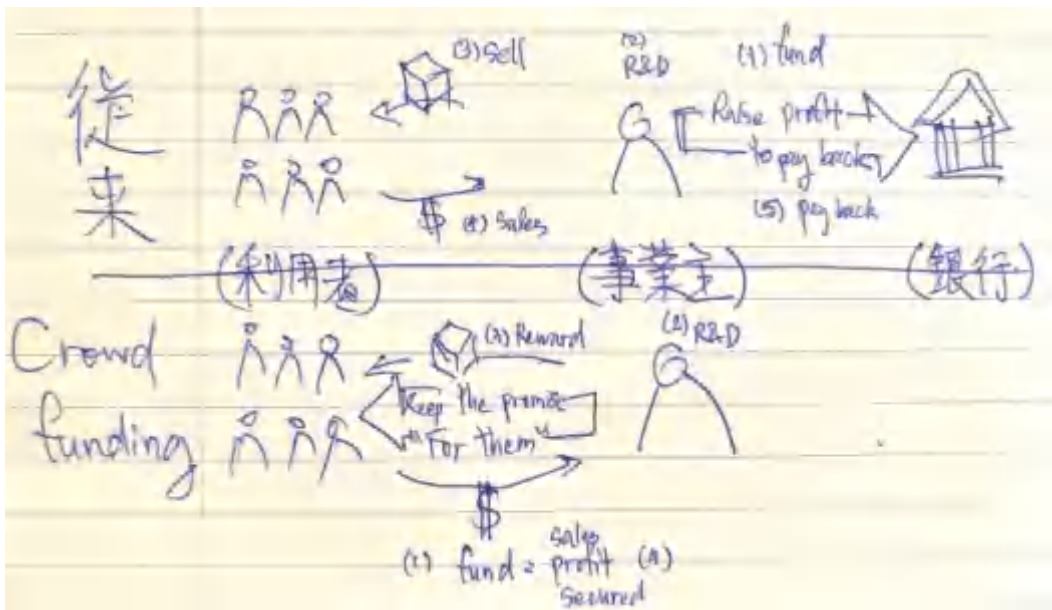
3 Key Concepts

1. Earning by keeping your promise to the fans.
2. Game design: Motivating emotion, social call to action, re-engagement, visible progress/reward.
3. Keys to success: non-material rewards, engaging communication, pre-established network.

Summary

What is Crowdfunding? It is the system that allows anyone to gather money from a group of people (on the internet) without knowing them. And this group of people is automatically your first customer. How nice, right? Read further, you will notice it is not so simple. Below is an illustration I jotted down from the book.





Top: conventional funding from banks, 利用者: users, 事業主: business owner: 銀行: bank

Game design, crowdfunding system is compared to a game. They are based on human desire. To be a part of something that identifies them, the way they perceive themselves or wanted to be perceived. All the same, time, earning a nice reward for participation. The engaging cycle in the fundraising project is compared as follows.

- **Motivating emotion**: inviting letters, images, movies.
- **Social call to action**: “like” on the project, tweet, share about it on SNS.
- **Player re-engagement**: reward promise, progress to reach a target fund, comments, etc.
- **Visible progress**: a clear rule to win the reward and clear ending of a campaign.

Types of rewards; By participating in crowdfunding, users have to trust the project owner to deliver and pay upfront. Why would anyone do that? Here are additional rewards from crowdfunding.

- **Product**: product (material)
- **Experience**: be a part of making process.
- **Acknowledged**: be the one who made it possible, appear in a credit role.
- **Feel special**: be a part of exclusive club.

As you can see, the last 3 rewards are **non-material**. It is more than just a transaction. On the contrary, if the project owner does not offer involving experiences, acknowledgment, and exclusiveness, **the project will not reach its full potential**.

Lastly, keys to SUCCESS.

The first half is rewards settings as we have seen above. Be sure to offer your fan a full range of rewards.

The second half is communication. It highly depends on how good you are at involving supporters during the fundraising. Especially, non-material rewards like experience and exclusive community.

Prerequisite ingredient: existing fan network.

“

The most overlooked ingredient is a fan base. Yamamoto-san underlined this point repeatedly. Crowdfunding is supposed to use as a tool to open up to the world. It is merely a magnifier, not a shortcut. Without a community that trusts in you, there will be no fundraised. **No matter how small your fan base is you must find one or two to begin with.**

“

If you say you don't have any fan,
do it the old-fashioned way, playing street live,
singing for free, and sincerely interacting with
people who talk to you and the people you like.

Anyway, make a few fans.

Amanda Palmer

High Performance Habits: How Extraordinary People Become That Way by Brendon Burchard

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ツイート

Category: Productivity & Effectiveness

(5 von 100)



Why: I need to measure my professional potential.

Goal: meet a world-class high performers standard.

Action: Ask “Who needs my A-game?” to deliver your best.

3 Key Concepts

1. Right attitude is at the base of every good habits.
2. Immerse yourself in situation that you have to be good.
3. Take sleep, exercise, nutrition more seriously.

Summary

6 Habits to effectively reach long-term success are

1. **Seek clarity:** define Self, Social, Skill, Service, to start your day with clarity.
2. **Generate energy:** make it your responsibility to bring **joy** to people.
3. **Raise Necessity:** align your act and goal, make each effort personally meaningful to you.
4. **Increase Productivity:** define **BIG 5 moves** that leads to key result.

5. **Develop Influence:** strive to be a role model.

6. **Demonstrate Courage:** honor a struggle as it is a part of your journey.

There are overwhelmingly many things that you could be doing “right.” So it seemed to me. Haaaaa

One common concept I found in each habit was “find your necessity”. Each practice has something to do with the “Because I must do it” attitude. If I dare to summarize the whole book in one sentence, it would be **“Know your why in everything you do”**.

And for those who felt overwhelmed like me reading this, let us start like what Brendon repeatedly said: **“the main thing is to keep the main thing the main thing.”**

Another key concept I found most practical is to take **my health more seriously**, including sleep and eat. He suggested that one should consult professionals to optimize these basic living habits. The more fundamental the habits are, the more impact it has on your life.



Seek to deliver your A-game.

Hiring Guideline: More Important than Your Brain and Logical Thinking by Yasuyo Iga

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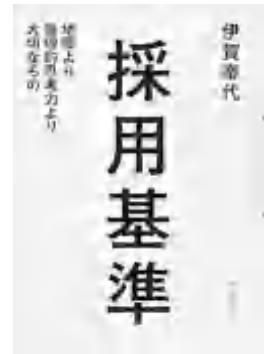
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ツイート

Category: Leadership

(12 von 100)

Original title: 採用基準 : 地頭より 論理的思考力より 大切なもの by 伊賀泰代
The author of this book was ahead of HR at McKinsey and Company Japan.
He talked mainly about what type of leadership is needed by the company and future society.



Why: I need to lead myself and my team in the company.

Goal: summarize leadership principles for professionals.

Action: Set a goal, take a lead, make a call, tell a story.

Japanese: 目標を掲げて、先頭に立つ、決め、伝える。

3 Key Concepts

1. Understand working skills and traits : Action, Thinking, Teamwork
2. Four tasks: Set a goal, take a lead, make a call, and tell a story.
3. Practice leadership : aim to contribute, state your opinion, own your work, facilitate a meeting.

Summary

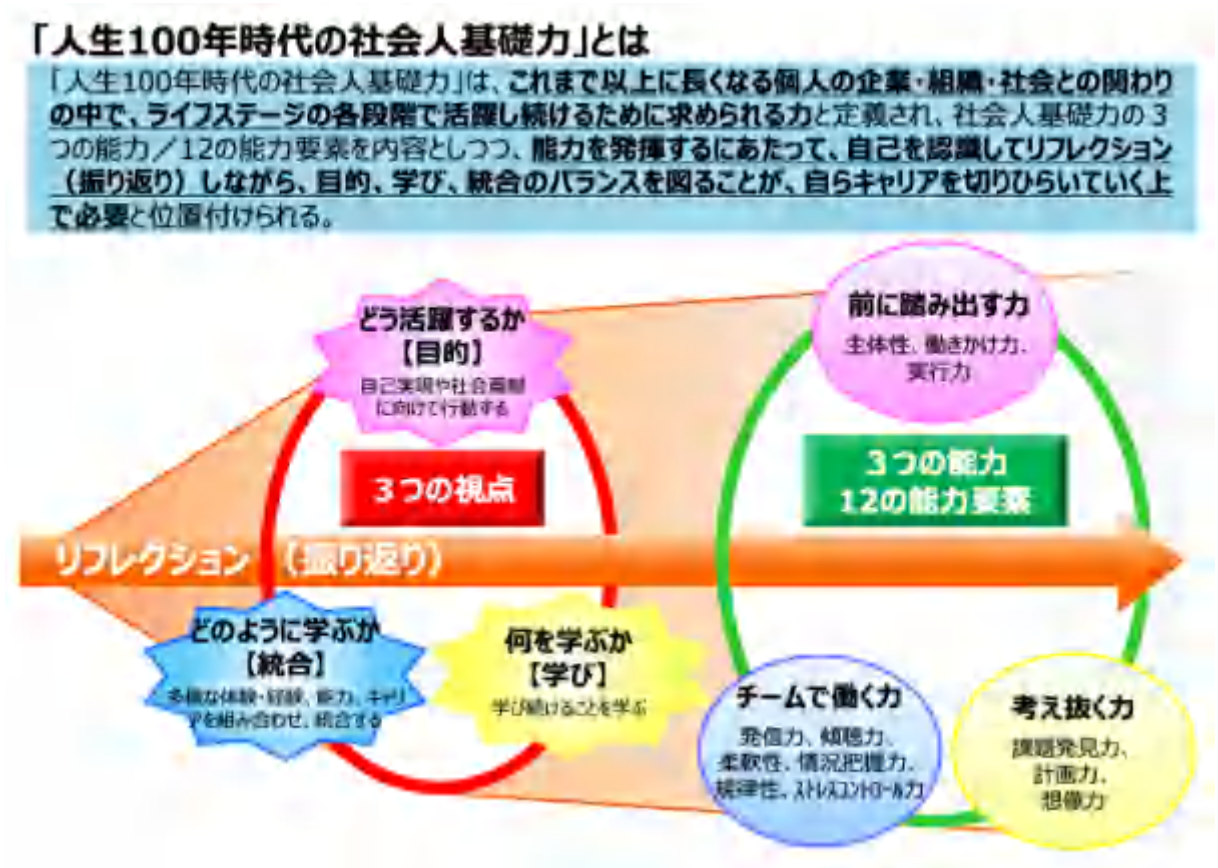


How to lead at will?

There are 3 skills with 12 factors that make people excel in life. Defined by Japanese Ministry of Economy, Trade and Industry.

- 1. **Action:** ability to take a step forward persistently even when making mistakes
 - Self-direct – Initiative – Execute –
- 2. **Thinking:** ability to have doubts* and think it through
 - Define problem – Plan – Creativity –
- 3. **Teamwork:** ability to work together toward goals with diverse people
 - Communicative – Listen closely – Adaptable – Grasp situation – Discipline – Control Stress –

*Yes, having doubts is considered here as an ability. There are many people who will be good with anything. They are not particularly useful for society. Oops.



Ministry of Economy, Trade and Industry: [社会人基礎力](#)

The first misunderstanding about managers is that it is only about management skills. While it consists also of leadership and player’s skill. Lack any of these 3 skills, you cannot be a good manager.

The second misunderstanding is about the difference between manager and coordinator. There are far too many managers in Japan that rather give in to major votes and compromise the achievement.

The third misunderstanding is that manager has to be good at everything. This is a typical Japanese attitude. The author pointed out that this type of Can-Do-It-All individual（平均点高） will

not cut it in today's VUCA world, we need instead a Spike-type leadership. A person who can do something so great, they can bully the way out of it.



この難局を、何で勝負して乗り切るのか？
危機の時、ここぞという時に使える自分の勝負球をもて！

伊賀泰代

Wasu's translation: With what do you fight this battle? Have your own ultimate move to win the crisis!

The author said there are 4 tasks one must do to **become a leader**.

1. **Set a goal** : it must be inspiring to your team; achievable and rewarding.
2. **Take a lead** : be a lead runner, set the pace so that followers can run without worrying.
3. **Make a call** : take a responsibility of the situation and decide to move forward.
4. **Tell a story** : people lose their way, you must remind them consistently with inspiring stories.



目標を掲げ、先頭に立って進み、行く道の要所要所で決断を下し、常にメンバーに語り続ける。

伊賀泰代

McKinsey's way to practice leadership

Act 1 : Aim to contribute, ask "How can I be useful? What is my role here?"

Act 2 : State your opinion, you are only useful because you own your stand on the topic.

Act 3 : Own your work, take responsibility for everything you do.

Act 4 : Stand in front of a whiteboard, listen, and facilitate the meeting.

The catch is you must do before you think you can. This is the barrier that separates people away from becoming a leader. When you practice all these acts long enough, you will one day find your own leadership style. How you can best serve/contribute, how you like to make critics, how you manage your own stake on the project, how you make the conversation meaningful.



How to Keep House While Drowning by KC Davis

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ツイート

Category: Behavioral Change

(97 von 100)



Why: I must clean the room and move out, but my unemployed lifestyle pulled me back.

Goal: Learn how to get going with the cleaning and stop blaming myself.

Action: **Do it “Good enough” is Perfect.**

3 Key Concepts

1. Split one task to multiple steps.
2. Learn self-compassion, flaws are common.
3. Your space exist to serve you.

Summary

Pre-reading material: strugglecare.com, self-compassion.org



How to do it so?

Lower your bar of perfection to the actionable small tasks. Take pride in a small success.

This book suggests ways to motivate you to clean, to lower the bar for yourself. Increases the chance of success in cleaning.

Deconstruction

Cleaning anything requires too much effort. Instead, split **them down to pieces**.

- Put used clothes in the basket.
 - Put in the washer.
 - Take out detergent.
 - Take out softener.
 - ...
-

We are all not perfect

While self-esteem is about comparing and knowing that you are better than the average. Self-compassion is the opposite. It is about seeing that we are all flawed and must be kind to ourselves on these facts.

In this case, learn about how you tend to procrastinate after a meal or during a certain TV show. And account for these temptations. Then, make it as easy as possible for your imperfect self to carry on cleaning.

Trick: do something that would make you like yourself, start liking yourself, and automatically take care of yourself.

Believe it or not, not liking yourself is the definition of low self-esteem. To ask anybody to take care of someone they do not like is impossible and insane.

Think in terms of functionality

Do not set a bar for yourself that you are a good person, so you must clean. Instead, say that I need this place to be cleaned to do tasks A, B, and C. The key is to extract your self-esteem from these cleaning tasks.



To sum up

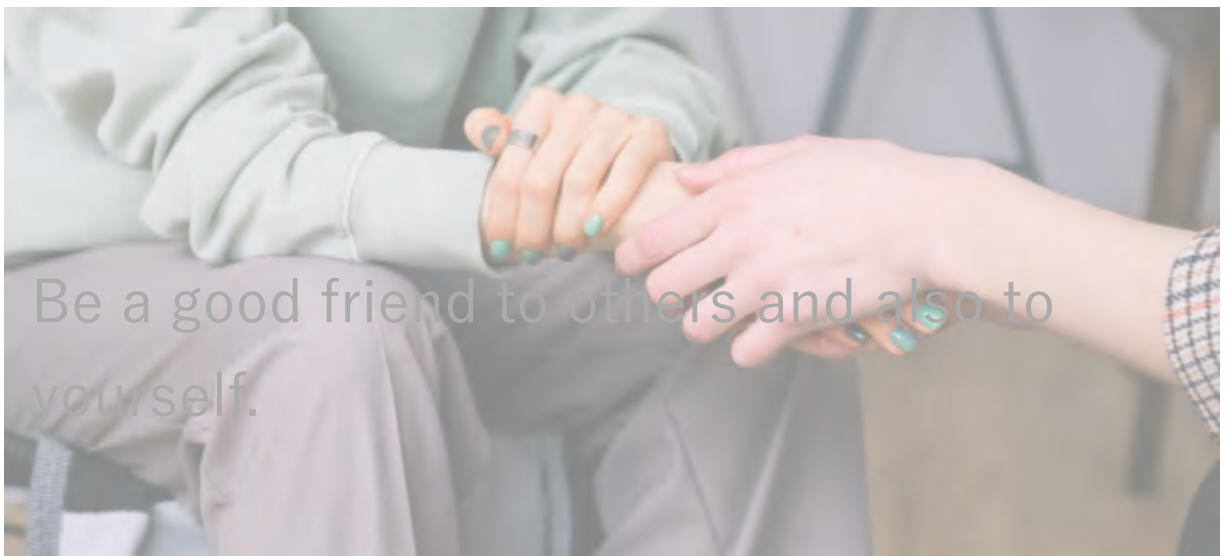
I find some comments in this book amusing, like “Eat something sweet. Get the blood sugar up and find a great song to put on.” Because when I did that, not only did I get fatter, I started dancing energetically, and the work is never done.

We all procrastinate not only on dishwashing or bedroom cleaning but any daunting task in general. This book suggests that we admit our flaws and work around the human mind with **compassion**.

“ You are not responsible
for saving the world if
you are struggling to
save yourself.

KC. Davis

Check out this blog on taking care of yourself as you are responsible for yourself: [Rule no. 2 of 12 Rules for Life](#) by Jordan Peterson.



How To Read a Person Like a Book

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ツイート

By Gerard I. Nierenberg and Henry H. Calero

Category: The Human Mind

(65 von 100)



Why: People don't say what's on their minds.

Goal: Learn a Gesture-Reading.

Action: Care For Them And Describe Their Feeling.

3 Key Concepts

1. Gestures come in clusters.
2. Materials for Gesture-Reading: Face, Walk, Handshake.
3. Pay attention to an environment.

Summary

How to read people and describe their feeling?



It is actually not that hard. Most of the expressions are commonplace. **The fact is that we ignore and take no interest in others.**

Face that fact.

The difficulty is when the circumstance influences the behavior. Then gesture becomes much more difficult to read. Even that depends on your ability to care and put yourself in their shoes.

This book packs many illustrations, depicts the subtleties in human behavior, in this case, **gestures.**

“ Learning is acquired by reading books,
but the much more necessary learning,
the knowledge of the world, is only to be acquired
by reading men, and studying all the various editions of them.

Lord Chesterfield, “Letters to His Son”

First, gestures come in clusters.

The key is to view in context. Without context, the understanding of gestures can be very misleading. Mind the composite positions and how a complete picture evolves.

Think in terms of language in the text, we don’t read only a few alphabets or words, but the sentence and its paragraph to grasp the context. Do the same for body language.

"Watch out for the man whose stomach doesn't move when he laughs." –
Cantonese proverb

. . .

Second, materials for Gesture-Reading: Face, Walk, Handshake.

The books suggest that we pay attention to the most expressive part of the body: **her face**. There you will get a lot of information.

Then, focus on the motion she moves in a place: body posture, pace, length of stride; these **all change with emotion**.

Lastly, contact directly with a handshake to test your hypothesis about her feeling.



"There is a hand that has not heart in it,
there is a claw or paw, a flipper or fin,
a bit of wet cloth to take hold of, a piece of
unbaked dough, a cold clammy thing
we recoil from, or greedy clutch with the heat
of sin, which we drop as a burning coal."
- C. A. Bartol, "The Rising Faith"

This is a practice of observation.

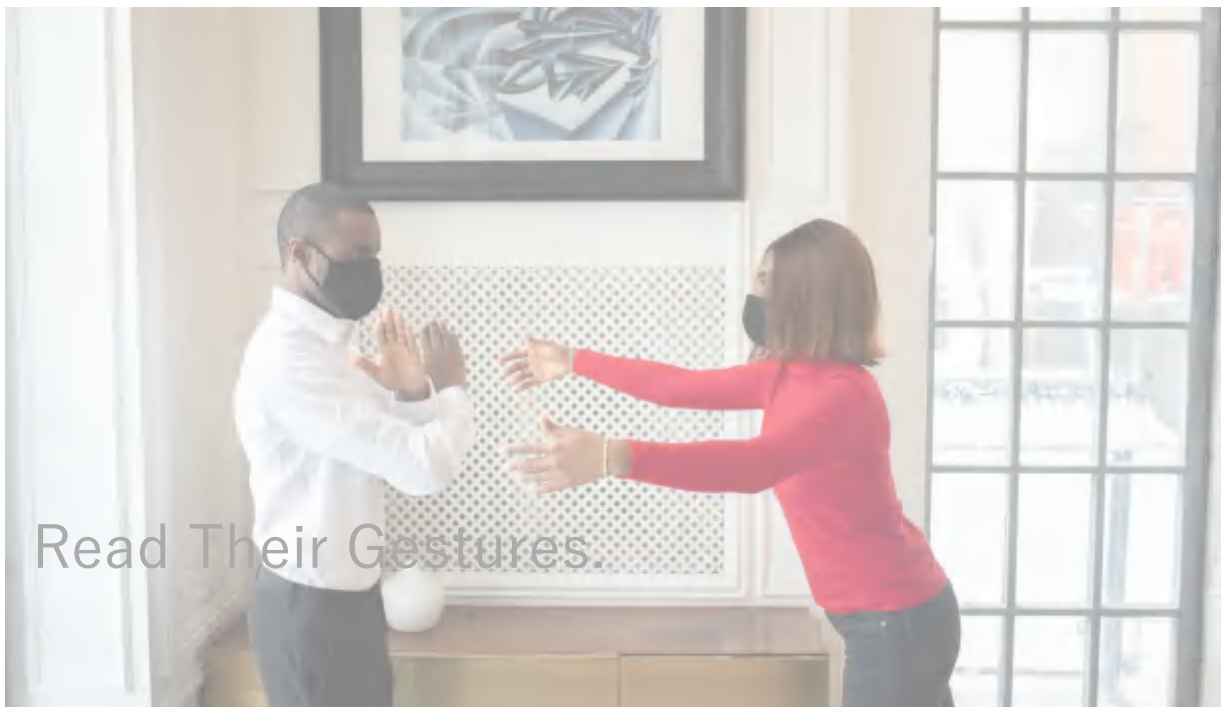
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Lastly, pay attention to an environment.

. . .

To sum up, gestures are emotional and hard to be interpreted concisely. However, a huge part is though we all are saying we want to read a person, **we don't care enough** to pay attention to their gesture and their situation.

The book introduces many funny and rather obvious illustrations of a person in different emotions. It is a fun book to remind yourself how obvious that is, then we might think.



Japanese Law Third Edition by Hiroshi Oda

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ツイート

Category: Systems

(75 von 100)

Why: I need to know the rules to play the game.

Goal: Learn what shareholders can do and must do according to Japanese corporate law.



Action: Set Up the Right Class of Shares.

3 Key Concepts

1. Japanese corporate law was first based on GmbH and after 2001 more US firm like.
2. Shareholders' rights depend on the class of shares and how many they are holding.
3. There are a few choices to decide how the company is govern.

Summary

What can you do as a shareholder?



Common shareholders are **granted the following rights**, depending on the class of shares and how many they are holding:

1. Voting power (no multiple voting shares in Japan)
2. Ownership
3. The right to transfer ownership
4. Dividends
5. The right to inspect corporate documents
6. The right to sue for wrongful acts

Derivative action: Supervise the directors against the neglect of duties and wrongdoing. Study more about this in [Corporate Governance](#).

Of course, it depends on what **class of shares** you are holding. The system was totally revised by the 2001/2002 amendments for the ‘increased flexibility in financing companies.’ In addition, shares with limited voting rights were introduced.

1. Preferred and Deferred Shares
2. Shares with Restriction on Assignment
3. Shares with Limited Votes
4. Shares with the Right of the Shareholder to Require the Company to Acquire them
5. Shares with the Right of the Company to Acquire them
6. Shares with the Right of the Company to Acquire the Entire Class of Shares
7. Shares with a Veto Right
8. Shares with the Right to Appoint Directors/Corporate Auditors



This book is so useful for a non-native to study law in Japan. However, even in English, I found it difficult to follow **all these big words**.



History of Japanese Company Law

A draft Commercial Code was prepared by **Hermann Roesler**, a German adviser to the Japanese government in 1890 (Meiji Period). Therefore, it was based on the European French Code and referred to German and English law too.

After the Second World War in 1950, there was a major influence of US corporate law that focused on 3 following areas.

1. Facilitation and simplification of financing of companies.
2. Reorganization of corporate bodies.
3. Strengthening of the status of shareholders.



Before the end of the war, shareholders controlled the company directly. After this reform, there was a separation of capital and management.

It is good to note that the Japanese were against the change to give more rights (power) to small shareholders.

Some vocabs to learn

- **Quorum** = the smallest no. of people who must be at the meeting, before it can begin or decisions can be made.
- **Convocation** = the action of calling people together for a large formal assembly.
- **Veto** = an approval from a specific class shareholders for a certain matter, in addition to the resolution of the general shareholders' meeting or the board.
- **Incorporation** = the process of constituting a company, city, or other organization as a legal corporation.
- **Promoters** = a firm or person who does the preliminary work related to the formation of a **company**, including its promotion, incorporation, and flotation, and solicits people to invest



money in the **company**, usually when it is being formed.

- **In-kind contribution** = a **contribution** of a good or a service other than money. Some examples include: voluntary labor (for example, painting work) donated goods (for example, kitchen equipment) donated services (for example, professional advice from an architect)
 - **Demarcation** = a border line.
 - **Pre-emption** = an opportunity given to buy shares.
 - **Gratuitous** manner = disapproving manner
 - **Revocation** = an act of cancelling the law.
 - **vis-à-vis** = in relation to, with regard to.
-

To sum up

It is useful to study history along with policymakers. Japanese law has been localized but still based on European and US law.

To determine what you can do with your shares of the company. First, you need to know the class of shares and the amount percentage that you own. The details of how to execute at the court will be covered in further reading.

In short, I will need to sleep with this textbook for many more nights. If you are learning about tax law, check this out: **Fundamental Tax Law** by Eikosha.

Kikkoman: Company, Clan, and Community by Mark Fruin

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ツイート

Category: Leadership

(93 von 100)

Why: I need to study what can hold one company together for over 300 more years.

Goal: Learn the qualities of the president.



Action: Take Care of Others as Your Family.

3 Key Concepts

1. Concentrate your dedication in family first.
2. In the long run, business success root in honesty and ability.
3. Business life is based on everyday's virtues.

Summary

How to Take Care of Others as Your Family?



First, reward the honesty and ability of a person by paying respect. Then, go over and beyond to take care of their well-being. Finally, wish them a warm family and a successful career. Think of them as if they are members of your real family.



This book documented aspects of the oldest Shoyu company that is successful worldwide. It discusses the history of the time before corporate law is formed and how the industry is constituted with families.

Family First

Mogis chose to concentrate talent, production, knowledge, and experience in one industry, one won, and one kinship group.

- Sincerity first and profits will follow. Neglect neither.
 - Take care to preserve the harmony and unity of the household.
 - Avoid luxury and cultivate simplicity and earnestness.
 - Avoid matters not connected with family business.
 - Learn to make money and not to lose it.
 - Competition makes for progress, but avoid reckless competition.
 - Attend to your health. Eat simple foods no different from that taken by your employees.
 - Economize on personal expenses and give what remains to charity, taking care to preserve a sufficient estate for your successors.
 - Cultivate a positive attitude toward making money and be cautious in times of uncertainty.
 - Twice a year call a family assembly; praise family members according to their character, not according to their profits.
- Mogi Households Constitution



Honesty and Ability

Success is sustained with the basis of trust. Therefore, those who could not be trusted will be left out of all business activities. And do business of trusted people with a “profit for both sides” attitude.

The President’s Everyday Life

Here are virtues or practices mentioned in the book that I admire.

- Warn about future, but never complain about the past. (consoled > criticized)
 - Do not lose your soul in order to succeed in business.
 - If our customers increase, the business will succeed naturally.
 - Never allow the profit motive define relationships, coexist and coprosper.
 - Be frugal: one drop of water is made in heaven and one grain of cereal is grown by the labor of multitudes.
 - Be conservative: all needs were relative and ought to be controlled.
 - Even the God of Wealth rolls up his shirt sleeves in order to work.
 - Because of his Self-Control, it is impossible to take advantage of a man.
 - Be social: we work in society and are maintained by society. Everyone is dependent on each other.
 - First step in achieving success is doing one’s best, but at the same time respect others’ effort.
-

To sum up

The history of Kikkoman illustrates how the company and life intertwine. Therefore, we must learn to coexist and prosper to attain long-lasting business success.



Every day is precious. To spend even a day without love is such folly. Love, devotion, and diligence are the basis of life, and to realize this for even a day is far greater than spending a meaningless ten or twenty years.



Knowledge Works: Managing Intellectual Capital at Toshiba by Mark Fruin

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ツイート

Category: Management

(92 von 100)

Why: I want to compare it with my experience working in the same position.

Goal: Learn to manage Intel Capital from what drives a technological company 30 years before.



Action: Improve Processes, Instead of Tangible Assets.

3 Key Concepts

1. From manufacturing things to production of knowledge.
2. Goal is in process.
3. Market pull, not technology push.

Summary



How to improve process than tangible assets?

Improve personnel to work better across functions, up and down the value stream.

We thought machines and automation will replace all humans. But, as we have seen, automation is only part of the picture, and that the specialized workers own creative processes in today's global economy.

The added value comes from applying the knowledge gained from one product to other projects and producing further innovation without further costs. **Humans do that!**

This book examines why and how the company has managed to transform some of its factories to create “more value than costs” by improving humans in the process.

Machines won't keep your competitiveness.



Knowledge Transmission

The knowledge-works model also implies that factories should **be designed around people**, not around specialization, as is the traditional factory.

The phrase Knowledge Works suggests industrial organizations in which knowledge and know-how are more important than the manufacture of things.

Intangible rather than goods.

“

Interpreting how they work and why they work. The difference between manufacturing and production engineering department.



Process Improvement

Knowledge Works focus on developing new and better products, advancing manufacturing technology, and increasing value through lowering costs, improving quality, and speeding the development process. FLOW at Bosch!

Instead of concerning about tangible resources like buildings, labs, patents, equipment, etc.

“ Human is at the core of the process.

Because **only humans** can generate know-how.

Market Pull Model

Not technology push. Why?

Developing technology takes a long time (12-year standard), but the business cannot survive 3-4 years red. Developing from Zero of the technology that the market does not ask for is a recipe for bankruptcy.

It is to generate more value than costs under circumstances of extreme time-based competition.

“ The all-important question is what should be made as opposed to what might be made.



To sum up

Knowledge Works model allows us to reduce risk as it has the capability to utilize its know-how across R&D activities and engineering investment across product lines. While simultaneously creating value up and down product design, development, and manufacturing chain.

Lean Thinking: Banish Waste and Create Wealth in Your Corporation by James P. Womack and Daniel T. Jones

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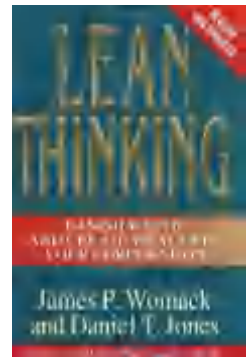
ツイート

Category: Value-Delivery

(22 von 100)

Why: I need this to make my blog writing process leaner and deliver more value.

Goal: learn the thinking process behind Lean and how to do it.




Action: Ask customer to specify the desired quality, price, and time.

3 Key Concepts

1. Wastes are activities that absorb resources, but create no value.
2. Let your customer define value of your service.
3. Value Stream goes beyond teams, departments, and suppliers.

Summary

The first book on the list that actually concerns my profession. As an engineer that works in Japan  for a German company in the production plant, each concept reminded me of my own experience on the topic. Only now with a better understanding of the thinking process behind it!

Wastes are activities that absorb resources but create no value.

In Japanese, we called wastes Muda. There are 7 typical wastes, and the tip to memorize (in Japanese) them is かざってとうふ (KaZaTTeToUFu).

1. 加工 (Kakou) : over-processing of parts due to poor tool and product design
2. 在庫 (Zaiko) : inventories more than absolute minimum
3. 作りすぎ (Tsukurisugi) : over-production ahead of demand
4. 手持ち (Temochi) : waiting for the next processing step
5. 動作 (Dousa) : unnecessary movement
6. 運搬 (Unpan) : unnecessary transport of materials
7. 不良 (Furyou) : defective parts

Lean Thinking is an antidote to wastes

It provides

- … a way to specify value,
- … line up value-creating actions in the best sequence,
- … conduct these activities without interruption,
- … whenever someone requests them,
- … and perform them more and more effectively.

Specify Value

It can only be defined through a dialog with the end-user, in terms of quality, price, and time.

Analyze Value Stream

Specify activities required to design, order, and provide a product to customers. Value stream happens through 3 critical management tasks of any business.

- Problem-solving: from **concept** → detailed design and engineering → **production** launch
- Information management: from **order** taking → detailed scheduling → **delivery**
- Physical transformation: **raw** material → **finished** product in hands of customers

Correctly executed value stream analysis will show you 3 reoccurring…

1. Steps that unambiguously create value.
2. Steps that create no value, but unavoidable due to limited technology or assets.
3. Steps that create no value, and avoidable.

Flow: make the remaining (value-creating) steps flow without interruption. It is counterintuitive. We are born to favor Batch-and-Queue. To avoid the habit, we should focus on the product and its need from customers, rather the availability of an organization and equipment.

Pull: we called it “Kanban“. simply make what customers tell you they need. The ability of this implementation is to design, schedule, and produce exactly when the customers need them.

That means no more sales forecast! Also, you will have a more stable demand, because customers stop anticipating your delivery cycle and stock clearance discount.



Pull and Check and Push

Lean Check: with the above-mentioned steps; specify a value, analyze value stream, make it flow, and make upon order, you should be able to achieve...

- 50% reduction in product development time,
- 75% reduction in order processing time,
- 90% reduction in physical production time.

If not, you are doing something wrong. (quote the author)

Lastly, make it to perfection.

There is no ending to the process of reducing effort, time, space, cost, and mistakes while getting closer to a product that customers actually want.

During the implementation, the most important ingredient is “Transparency”. Make data comprehensive to everyone.

I am looking forward to making my blogging lean. The book gave a perspective of how it can be implemented for services and more.

So tell me guys what do you value in blogging? Quality-wise, money-wise, and time-wise.

LEAP: How to Thrive in a World Where Everything Can Be Copied by Howard Yu

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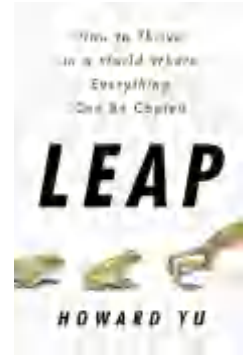
ツイート

Category: Corporate Strategy

(68 von 100)

Why: I am dealing in a low-barrier market and can be copied anytime.

Goal: learn how to build a sustainable competitive advantage.



Action: Rediscover Your Company's Strength.

3 Key Concepts

1. Cutting edge technology won't last, unique positioning is illusory.
2. Play and experiment even when the situation is dire.
3. Experience is only as good as execution.

Summary

How to rediscover your company's strength?



I suggest using the SWOT framework. This analysis was developed to help companies define their strategies in the context of competitive business environments.

According to Meyer (2003), the SWOT analysis suggests that a sound strategy should match the firm's **strengths(S) and weaknesses (W) to the opportunities (O) and threats (T)** encountered in the firm's environment.

It leads to strategic insight, facts, and figures for strategic planning. Read more [here](#).

This book talks about how to make a strategic leap and stay as a leader in the competition. Because it is proven that IP, brand, manufacturing scale, distribution networks can never withstand competition for long.

Therefore, everyone must leap!



Pioneers must move across knowledge disciplines, to leverage or create new knowledge on how a product is made or service is delivered. Absent such efforts, latecomers will always catch up.

Howard Yu



What is the bottle-neck?

Why don't we all make a constant leap then? Because like every endeavor, it required time and effort. And most executives are already overwhelmed with the ongoing demands of current business.



To prepare your company to **leap at the time of need**, you should adopt the following principles.

Principle 1: Understand your firm's foundational knowledge and its trajectory

To avoid being copied to death. The executives must first reassess a firm's core know-how and its maturity. Where the effort is being put in to protect and enhance these traits.

Principle 2: Acquire and cultivate new knowledge disciplines.

This is a topic everywhere “how fast can your company learn new technologies.”

“ Only by forging ahead, rather than refining what has already been, can a pioneer avoid being caught by copycats.

Howard Yu

Principle 3: Leverage seismic shifts.

Study the history of your industry well enough that you can explain where evolution comes from and where it might go – project your understanding of history into the future. **The key is to harness the potential technology.** #MegaTrends

Principle 4: Experiment to gain evidence.

How do you know if you are missing out on “unknown unknowns” or not? **Experiment**. This is, of course, a process of making assumptions and measures to prove the point. Check out “**Measure What Matters**” by John Doerr to learn about OKRs setting.

Principle 5: Dive deep into execution.

Any good idea is as good as its execution. There is plenty of smart-asses that know it all and yet achieve nothing. Put your experience and knowledge into use. A company must be able to win the politics with proven knowledge.

To sum up

LEAP suggests that any advantages you have will not suffice in the long term. So the only choice we really have is to evolve constantly.

And we do that with principles: Know your company's strength, learn new things, be eager to harness new technology, check the assumption through experiments, and take action.

Learning with Cases by James A. Erskine, Louise A. Mauffette-Leenders, and Michiel R. Leenders

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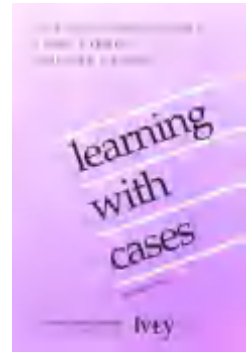
ツイート

Category: Personal Growth

(61 von 100)

Why: I want to know how business is taught in school.

Goal: Learn how to learn actively.



Action: **Classify Difficulty Dimensions of the Case.**

3 Key Concepts

1. Learning is always the learning of **“something.”**
2. Spend effort wisely with difficulty dimensions classification.
3. Learning well requires discussion, discussion requires preparation: Do your homework.

Summary

How to learn anything more efficiently?



Learn through the analysis of real cases connects theory to practice.

Because there is often no single solution to a problem, this system allows you to **enrich yourself with multiple ideas**, experiences, and points of view.

This book is about learning by the case method. Written from a student perspective, it focuses on learning fast and effectively. It gives useful aids through the Case Difficulty Cube, the Short and Long Cycle Processes of individual preparation.

Learning is always the learning of “something.”

There is no such thing as learning itself; therefore, the clear expectation of an outcome from learning is a prerequisite.

Cases simulate real-life business situations. You are the main character in the case that is facing a tricky challenge or decision. **This is an “active learning” method.**

Class participants discuss possible solutions and analyze the pros and cons of various approaches to the problem.

Two Key Frameworks

1: Difficulty Cube

- **Analytical** (1-3)
“What is the case reader’s **task** with respect to the key decision?”
- **Conceptual** (1-3)
“What theories, **concepts** or techniques might be useful in the understanding of this case situation?”
- **Presentation** (1-3)
“What is really **important** and **relevant** information here and what is still missing?”

You classify cases on these three dimensions. It allows you to save time by preventing aimless reading.

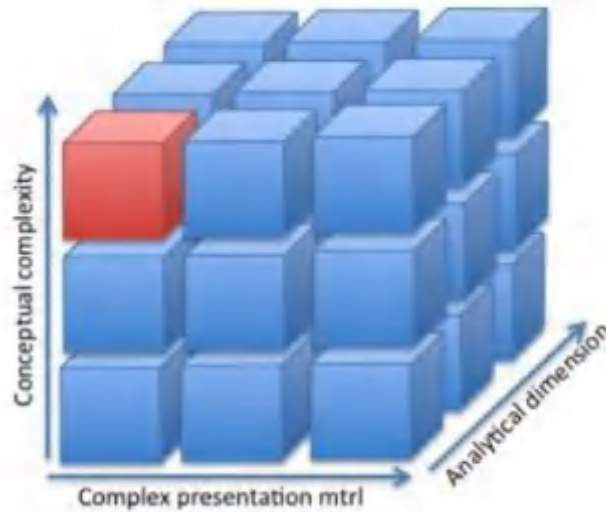
The goal is to have a better sense of what you are doing in each specific case. Know where to focus and **produce the maximum benefit of limited time**.

Ex. (3,1,1) = highly analytical case! Spend effort and time **reading**.

Ex. (1,3,1) = highly conceptual case! Spend effort and time **thinking**.

Ex. (1,1,3) = mainly presentation case! Spend effort and time **structuring**.





Case Difficulty Cube of Leenders et al.

2: Three Stage Learning

1. Individual Preparation

Take on the role and responsibilities of the decision maker in the case. It is so easy to say “I think he should do this” than “I would do this under these circumstances.”

2. Small Group Discussion

Important linking stage between self-prep and large group discussion. Here you must **teach** other. **Find out what you understand and what not.**

Teaching is known to be most-skipped stage of learning!

3. Large Group Discussion

First recognize “Do I now understand what this whole situation is all about?”

If not, the problem is mostly likely your insufficient preparation in the first 2 stages.

Second review “In view of my understanding at the end of this class, what insights have I gained that can help me prepare better in the future?”

“ Not confident to do the large group discussion?
Prepare more.
DO YOUR HOMEWORK.



Prep: short and long cycles

Short cycle: get a good fell or size-up for the case

1. Read opening and ending paragraphs
2. Who? What? Why? When? How?
3. Quick look at the case exhibits
4. Quick review of case subtitles
5. Skim case body
6. Read assignment questions and reflect

Long cycle: analyze and solve the case

1. Define the issue
2. Analyze the case data
3. Generate alternatives
4. Select decision criteria
5. Assess alternatives
6. Select preferred alternative
7. Develop an action and implementation plan



Case Preparation Chart

Case Title:

I. Short Cycle Process

Name Position

Who:

Issue(s)

What:

Why:

When:

Case Difficulty Cube

How: (, ,)

Analytical, Conceptual, Presentation

II. Long Cycle Process

A. Issue(s)

Immediate

Basic

1.

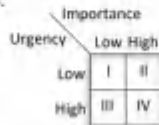
1.

2.

2.

3.

3.



B. Case Data Analysis

(Apply course framework(s) and analytical tool(s))

Case Assignment:

II. Long Cycle Process (continued)

C. Alternative Generation

1.

2.

3.

D. Decision Criteria

1.

2.

3.

E. Alternative Assessment

Quantitative	+			N			-		
Qualitative	+	N	-	+	N	-	+	N	-
Decision	go	go	?	?	no	no	?	no	no

F. Preferred Alternative

Predicted Outcome

G. Action & Implementation Plan

Timing (Milestones)

Who?

What?

When?

Where?

How?

Missing Information

Assumptions

Credit: <https://www.slideserve.com/kadeem/see-one-do-one-teach-one>



Cases are to management students what real bodies are to medical students – an opportunity to practice harmlessly.

To sum up

The whole process of learning with cases is based on the **philosophy** that you learn better by **being actively** involved in your own learning. So go **out and start teaching!**

Measure What Matters: How Google, Bono, and the Gates Foundation Rock the World with OKRs by John Doerr

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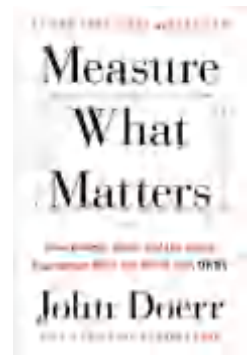
ツイート

Category: Productivity & Effectiveness

(20 von 100)

Why: I need this to set goals for my reading project and business.

Goal: learn how to effectively set and pursue goals.



Action: Display Your Progress Publicly.

3 Key Concepts

1. Objective: we need both **What** and **Why** for direction.
2. Key Result: define **How** and **When** for desired outcomes.
3. Good rather than perfect, OKRs are works in progress.

Summary

The Superpower of setting the right goal with OKRs: F.A.C.T.S.

- **Focus** on what matters and **Commit** to priorities.
- **Align** and connect for teamwork.
- **Track** for accountability.



- **Stretch** for amazing.

Here is how you take your goals to a different world. The world of usefulness.

First, set a **committed Objective that you must accomplish**. To get a sense of direction, we need both **What** and **Why**. Also, making it uncomfortable to avoid business as usual mindset.

Second, set **Key results** with specific How and time-bound When. KR must be measurable and focused on outputs/outcomes rather than inputs.

Check: completion of all KRs must result in the attainment of the objective!

Keep the **desired end-state** in mind during OKRs creation: focus on outcomes.

- Inputs: action/things you can control.
- Outputs: effects you need from inputs to succeed.
- **Outcomes**: desired end itself, reflection on before and after.

Third, set an **aspirational Objective** that stretches your limit. It is far more effective to risk failure with audacious goals. The harder the goal, the higher the level of performance. You should focus on this Big Hairy Audacious Goal (BHAG) when committed OKRs are on track.



Hairy Enough?



Check: if you ask your customers what they really want, does your aspirational Objective meet or exceed their request?

John Doerr

Learn more about why stretching a limit is necessary? Check out how to build a team: [The Wisdom of Teams](#) by Jon R. Katzenbach and Douglas K. Smith.

When to launch OKRs?

Good rather than perfect. OKRs are works in progress, not commandments chiseled in stone. Don't



allow the perfect to be the enemy of the good. You should launch it systematically with the timeline.

How many OKRs?

Less is more. Too many objectives blur the focus on what matters. It distracts you from chasing the next shiny thing. Limit the OKRs at the beginning and also get rid of irrelevant OKRs during the journey. Make room, don't stuff.



If we try to focus on everything, we focus on nothing.

Andy Grove

Publicly display the progress. Motivation comes from “making progress in one’s work.” Action that leads to progress generates more motivation. Unseen progress is for most no progress.

Setting effective goals is difficult. I find it impossible to balance between realistic and aspirational goals. Too easy, then it is forgotten. Too difficult, then it is not taken seriously. Thus, it is an art. Let us all have fun with this never-ending work in progress of goal setting.

Cheers!

Negotiation by Harvard Business Essentials

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ツイート

Category: Negotiation

(69 von 100)

Why: I need to negotiate with makers on price, MOQ, deposit, exclusivity, etc.

Goal: learn what are barriers to the agreement.



Action: Speak Softly but Carry a BIG Stick.

3 Key Concepts

1. To negotiate is to seek mutual agreement through dialogue.
2. It is a game of information, get them to tell you everything.
3. Always try to develop your BATNA, get a bigger stick.

Summary

How to carry a big stick?

First, know your Best Alternative To Negotiated Agreement. The closer your BATNA to the wanted deal, the stronger your position becomes. Basically, you can say, “Fuck off!” Learn more about



BATNA in [Getting to Yes by Roger Fisher and William L. Ury](#).

If you start the dialogue in a condition that you can always leave, you are strong.

“ Speak softly but carry a big stick.

Theodore Roosevelt

This book is one of the business books in the Harvard Business Essentials series. What a complete package. You can really benefit just by reading a chapter a day.



A man with a big stick

What is Negotiation for?

Negotiation is how people deal with their differences ... To negotiate is to seek mutual agreement through dialogue.





Negotiatus -Latin- means “to carry on business.”

Negocios -Spanish- means “business.”

Mainly, you will encounter 2 types of negotiations.

1. Distributive: parties compete over the distribution of a fixed sum of value.
2. Integrative: parties integrate their interests to achieve maximum benefits.

It is common that a negotiation is a mix of both as it evolves through phases and parties.

Barriers to Agreement

Lack of Trust

- Emphasize that the deal is predicated on truthful representation of the situation.
- Require them to send a back-up proof.
- Structure an agreement that benefits contingent on current compliance.

Negotiator's Dilemma

You are weak and don't want to reveal the information about it. But on the other hand, other parties might also be weak and need your help. This is a dilemma as both parties lack information about each other and scare to give it out.

The solution is cautious, mutual, and incremental information sharing.

“Now, tell us something about your interests.”

Deal with Spoilers

Spoilers are people who prefer “no deal.” They don't even want to hear about it; they might go as far as to convince others in their power to deny your deal. So how to deal with these people?

- Always try to answer **“Where and how** will this change create pain and loss in the organization?”
- Identify people **who** have something to lose, and try to anticipate their responses.
- Emphasize on future benefits to potential resisters.

To sum up, there are many barriers to an agreement. Therefore, you have to use a tactic accordingly to maximize the benefit for both parties.



Never Split The Difference: Negotiating as If Your Life Depended on It by Chris Voss and Tahl Raz

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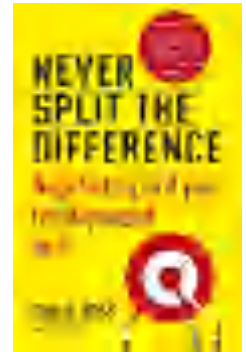
ツイート

Category: Negotiation

(6 von 100)

Why: I need this to negotiate my private relationship ;p

Goal: face a demanding negotiation, instead of turning away.



Action: Label their “Pain” by saying out it loud.

3 Key Concepts

1. Get “that’s right”, not “You’re right”
2. Empathizing is not enough, label their “pain”
3. Be able to say “no”

Summary

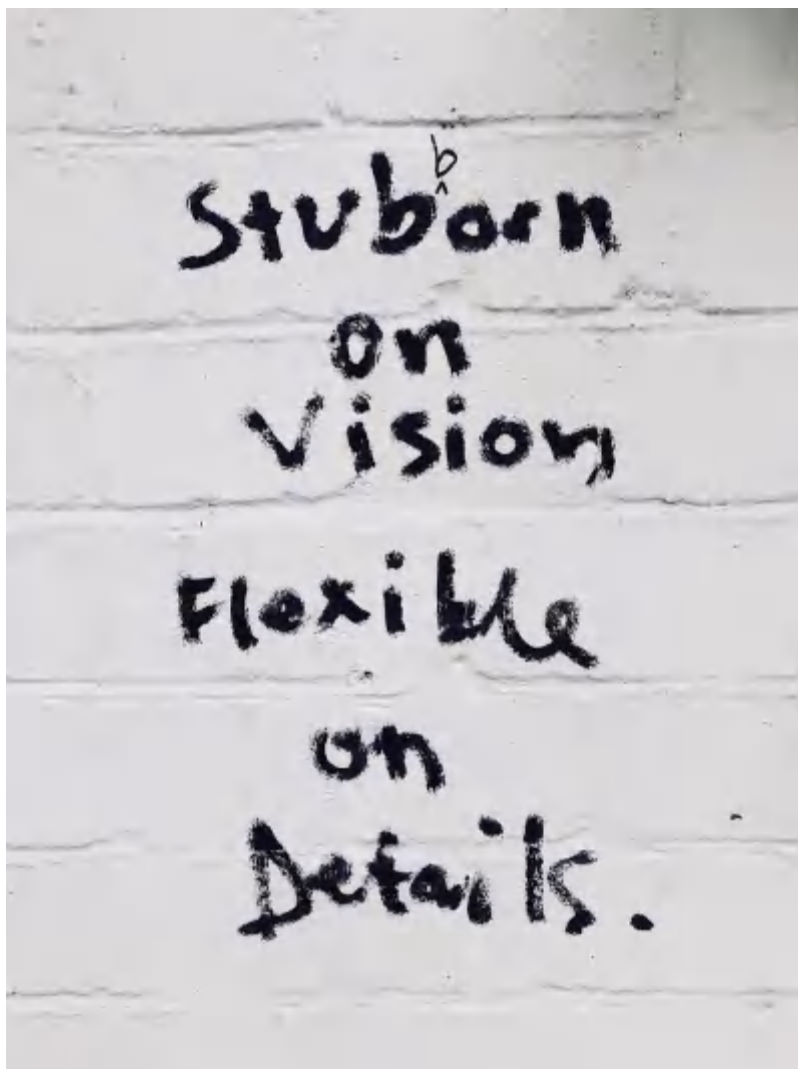
There are common concepts in this book and “**Getting to Yes**” by Fisher and Ury. Even in a daily conversation, we should strive to understand counterpart. Moreover, the author suggests that we must also appeal externally that we are genuinely understood.

A logical person would try to find the effect and causation of the argument to persuade. This is not effective, because all you will get is “You are right”. Chris Voss argued that you should instead strive

to get “That’s RIGHT!”. The catch is that you will need to see from their perspective and label their statement to them.

Additional to logical understanding, you must show psychological feeling understanding. One must label their “Pain”. Empathizing is not easily conveyed, as you have just a few minutes with them to exchange. It is far more effective to use the labeling technique. As each time you state their pain out loud, **it satisfies their emotional needs.**

Be able to say “no”. This is a classic concept applies to any type of negotiation. Therefore, Chris gave a guideline on how to get yourself prepared to go into a negotiation. He called this tool a “**Negotiation One Sheet**” ([Download Link](#)). It is a compiled list with tricks and techniques.



Don't split them differences

On Writing Well: The Classic Guide to Writing Nonfiction by William Zinsser

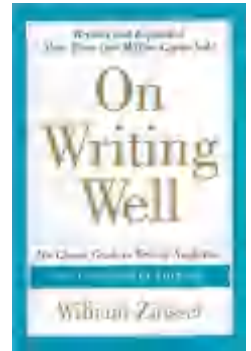
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ツイート

Category: Communication

(7 von 100)



Why: I want to want to write.

Goal: find out what “well-written” looks like.

Action: Cut 50% of what you wrote and do it again!

3 Key Concepts

1. Don't write what you would not say.
2. Put “you” in it.
3. Writing allows us to re-live our life.

Summary

I love this book.

It is probably the effect of William's writing that makes it so pleasing to listen to the audiobook. He really lives his teaching; 4 writing principles.



1. **Clarity:** main prize of writing, clear writing is a result of clear thinking.

2. **Simplicity**: use simple words “many” instead of “numerous”
3. **Brevity**: don’t give them what they do not need
4. **Humanity**: put “you” in it

“ If you might add, add it. If it should be pointed out, point it out. If it is interesting to note, make it interesting; are we not all stupefied by what follows when someone says, “This will interest you”?

– William Zinsser

Clarity is the main prize. One must constantly ask oneself “what’s the point?” The framework is to put each sentence to new useful work. And at the same time, be careful not to overload the sentence by giving it more than 1 work at a time.

Simplicity is a trait of mastery. Many are tempted to show their educational prowess by using long and convoluted adjectives and adverbs. Many non-native English speakers like me might be guilty of searching for synonyms that sound cool but redundant.

Brevity was the opposite of what we did at school. In high school English class, we wrote many homework essays. And they needed to reach a certain words count, so all we did was adding meaningless phrases. haaa haaa jokes on you.

Humanity in your writing, the audience read and listen to you because you are you. “I” is the most interesting part of your story. That is why William suggested that you should not write something you would never say in person. A good practice is to use “I” in your first draft. If it is not allowed, then later change them to other first-person pronouns, like you or we.

Finally, be realistic with your writing, even the most skillful writers will not write a perfect first draft. The main effort is in editing and re-writing! That’s where Magic happens. I will make this my writing ritual. To come back and rewrite them. Enjoy and re-living!

“ Two things happened with the arrival of the word processor: good writers got better and bad writers got worse.

William Zinsser

Pitch: Proposal that Changes the World by Open Network Lab

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いいね！ 0

ツイート

Original title: Pitch 世界を変える提案のメソッド

Category: Sales

(35 von 100)



Why: I need to recruit more fans by speaking to them.

Goal: learn to pitch my business in a minute.

Action: Be Definite and Do Not Exaggerate.

3 Key Concepts

1. Give them enough value to take an immediate decision.
2. **Prove the story before telling, do your research.**
3. Success is decided by how much you can talk from an investor's perspective.

Summary

This book introduces what a pitch is and how to do it step-by-step. They start by comparing a pitch with a presentation.



Pitch

3-5 min
Anywhere, even in an elevator.
To a decision-maker
Take action

Presentation

an hour
In a seminar room
Anyone
Get Informed



Pitch is a way to propose idea that urge listener to make a decision.

Therefore, the main effort is to be clear on what to do next.

. . .

Structure a Pitch in 6 Steps

Step 1: List out facts

- what to realize: problem and solution
- your business plan to do it: model, alternative, market, vision
- your capability to deliver: team and traction



図4-3 伝えるべき視点

要素	内容／具体的な視点
実現したいこと	課題を解決することを表明する ・課題 (Problem) ・解決策 (Solution)
実現する意義	ビジネスとして取り組むことの意義を示す ・ビジネスモデル (Business Model) ・既存代替品 (Alternative) ・市場規模 (Market) ・将来の展望 (Vision、Future Plan)
実現の可能性	事業を実現できることを裏付ける ・チーム (Team) ・トラクション (Traction)

投資家の決断に重要なポイントに絞り込まれている

This is your homework before pitch prep (AKA prep of prep)

Step 2: Plot with story skeleton

Your plot skeleton is derived from the 8 factors you prepare above.

1. Problem
2. Solution
3. Solution characteristics
4. Alternative
5. Market size
6. Traction
7. Future prognosis
8. Team

図4-6 スケルトンに要素を盛り込んだ例／スマートHRの場合

課題	解決策	解決策／特長	既存代替品
労務手続きが面倒すぎる	労務手続きをSaaSで自動化	フォーム入力だけ ↓ 必要書類が自動で	社労士に委託 ↓ 大幅なコスト削減
<イメージ> 妊婦(妻)の産休申請		<図表／比較> 新旧ワークフロー	<数値／比較> 時間と費用
1	2	3	4
市場規模	トラクション	将来の展望	チーム
人事業務 アウトソースの 潜在市場	事前登録の 急激な伸び	e-gov 電子申告API 公開	ディレクター x1 エンジニア x1 デザイナー x1
<数値> 金額、企業数	<数値> 最新登録数		<イメージ> メンバー
5	6	7	8

※デモデイ=ピッチをもとにオンラボが作成

Sorry, I will make an effort to translate Japanese next time... (no promises though, haa)

Step 3: Design a story

Fill in the value framework to guide your idea. My idea is to...

- 1. Whose problem
- 2. Problem
- 3. Solution
- 4. Why now
- 5. Existing method
- 6. Market size
- 7. Why you

図1-2 7項目のフレームワーク

わたしのアイデアは

誰の XXXXXXXXX XXXXXXXXX	課題を XXXXXXXXX XXXXXXXXX	解決する XXXXXXXXX XXXXXXXXX	なぜ今 XXXXXXXXX XXXXXXXXX
既存代替品 XXXXXXXXX XXXXXXXXX		市場規模 XXXXXXXXX XXXXXXXXX	なぜあなた XXXXXXXXX XXXXXXXXX

オンラポでは、初日にこの7つを埋めるところからスタートする

Step 4: Write a Script

Read out loud.

Step 5: Create a Slideshow

Understandable with one glance.

Step 6: Rehearse your Pitch

The key is to own your pitch, meaning be confident telling it. Appeal trustworthy by being definitive, conclusive, and factual.

“ Start with a conclusion
and
do not exaggerate a
story.



More on Background Research & Testing

We all know the most important part of any presentation is **the prep work**. Nobody can pitch well with **loose background research**. So here is how you should do the research for Pitching in 4 steps.

- 1. **Customer & Problem Fit**
People with this issue really exiting? Proof.
- 2. **Problem & Solution Fit**
Solution solves the problem? Proof.
- 3. **Solution & Product Fit**
Product produces solution? Proof.
- 4. **Product & Market Fit**
Market for such product is growing? Proof.

図3-3 「フィット検証」の4段階。重要な順に仮説を検証する




Customer is a test’s foundation and your starting point. When assumption about customer is wrong, **everything after is wrong**.

To ensure the assumption is correct, you must test it.
First, make your assumption with the help of a persona card and empathy map.



図3-4 ペルソナを描くためのテンプレート例

ペルソナ

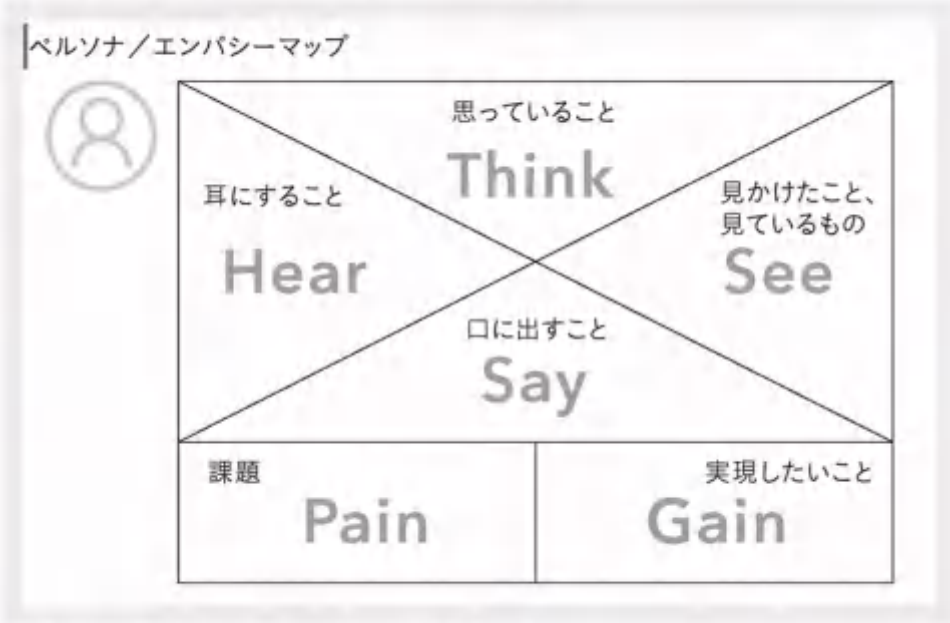


名前		性別	
年齢		出身地	
家族構成		住まい	
暮らしの様子			
職業			
仕事の状況			
課題		実現したいこと	

できるだけ詳しく想像して書き出す

Details about a customer. (more on Customer Avatar in “[The 1-Page Marketing Plan](#)” by Allan Dib

図3-5 エンパシーマップのテンプレート例



その人が抱えている「課題」をさらに掘り下げる

Empathy map illustrates their worldview (more on this in “[All Marketers are Liars](#)” by Seth Godin)

To sum up, the take-away message should be “Do your preparation.” Above we learn how to do it with a proven story skeleton.



When in doubt: focus on market, industry, team. Because these are what **investors care to know**.

This resonates with 3 elements 7 domains from the book “**The New Business Road Test**” by John Mullins.

Principles: Life and Work by Ray Dalio

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いいね! 0

ツイート

Category: Problem Solving

(23 von 100)

Why: I need this to navigate through confusing times in life and business.

Goal: learn how to make consistently better decisions.



Action: Turn your lessons learned into principles list.

3 Key Concepts

1. Best ideas must win.
2. Handle your weaknesses properly: accept or change a goal.
3. Write down principles, make a list, and live by them.

Summary



In my opinion, this book teaches you to be an engineer in all situations. Be radical open-minded, stay on point, find a root cause, design a plan, and push through. Finally, record a lesson learned as our own principles, and live by them.



Radical truth and transparency.

Ray supports Idea Meritocracy, where best ideas win regardless of where or whom they come from. In order for such a system to function, the organization must possess radical truth and transparency.

Moreover, everyone in the community should be encouraged to disagree openly and thoughtfully. Though, make decisions with a Believability-weighted approach, meaning consider the expertise of individuals.

Handle your weaknesses properly.

Denying them is of course not smart. Accepting by strengthening them or find a way to workaround.

If accepting is not an option? Change the goal entirely.

Write down principles, make a list, and live by them.

We all have our own share of failures and successes. The lesson we learned is with us to draw upon future adversities. Ray suggested maximizing these gems by writing them down clearly and make a commandment.

By reviewing your principles regularly, you will become more consistent with who you are, and what you stand for.

When the time comes to make a call, this will be your proof, which supports you with a decision to go ahead or to stop and take a different path. To be courageous and stick to it. Even when it goes wrong, you can come back and review the principles, adjust them for the next time around.

Here is the generic 5-step process to ultimate success by Ray.

1. Have a clear goals.
2. Identify and don't tolerate problems.
3. Find the root causes.
4. Design plans to get around problems.
5. Push through the results.

He also suggested 3 particular ways to synthesize situations.

1. Synthesize data at hand down to conclusion: separate what actually affects results.
2. Synthesize through time: repeat the test to nail down factor's behavior.
3. Synthesize on various depth: each factor has different level of abstraction.

Wrap up, it sounds a lot like my daily work of failed part investigation. First, we get on the same page of what happened, define the problem, and drill down each hypothesis. After we select the root cause, we validate it. If it passes the validation, we write them down as a lesson learned. I guess, if I am conscious about it, I can get good at it. And so should you!

Rejection Proof: How I Beat Fear and Became Invincible by Jia Jiang

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いいね！ 0

ツイート

Category: Negotiation

(31 von 100)

Why: I, too, get rejected, and it hurts.

Goal: learn a way to get fewer rejections per request.



Action: Ask Why They Rejected Your Request.

3 Key Concepts

1. Rejection is situational.
2. Learn from no, why they rejected your request.
3. Ask the right person at the right place and for the time.

Summary

I relate several aspects from the book. Jia started his journey of 100-day rejection therapy as a dare to himself. It turned out to be useful for others that share the same fear. WasuBlog also started as a dare to learn from 100 business books in 6 months and see if it helps my business succeed.

Maybe, there are people out there who struggle to get their business up and going like me.

In Rejection Proof, Jia wrote lessons from each rejection he faced. Below are some concepts that I personally resonate with. I hope some of them become reminders to deal better with rejections.

Rejection is an opinion.

It depends on the context: culture, psychological factors, etc. Jia claimed there is no universal rejection or acceptance. So do not take it in absolute terms.

Switch up, don't give up. Before quitting, step back and make the same request to a different person, in a different environment, under a different circumstance.

“ You might see the theme here. One increases a yes ratio by planning who to ask, where to ask, and when to ask.

WM

Take no gracefully.

One must learn from mistakes. For example, rejection is a failure, and one ought to learn why it happened.

Hold your ground and ask Why before goodbye. It reveals the underlying reason and might even present an opportunity to overcome their arguments and obtain yes!

Rejection has a number. Every time you go through rejection and learn, you take one step closer to a 'yes.'



1,2,3 blah blah blah

On the other hand

When you reject somebody, be direct and give them an honest reason. Bonus – giving them alternatives, and you might have yourself a fan even by saying no.

If there is one lesson I take from this book, it is detaching from the result.

Many factors are affecting the outcome of a particular request. Focus on what you can control, such as our effort to ask the right person at the right place and time.

Report Writing: An Easy Format for Writing Business Reports by Dr. Margaret Greenhall

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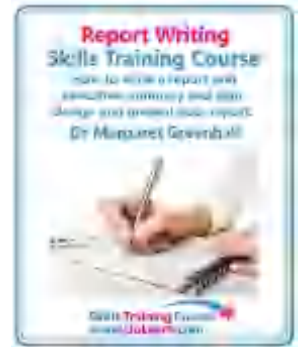
ツイート

Category: Communication

(48 von 100)

Why: I want to write a business report more effectively.

Goal: Learn a best practice of business writing.



Action: Brain Write, Edit, and then Proof-read.

3 Key Concepts

1. Dump your brain out onto paper.
2. Evaluate the content and decide what should go in.
3. Decide how the information should be connected and structured.

Summary

How to brain write? What is brain writing?



Allow your mind to free-wheel and pour out on papers. The key is to write without censorship. This can be extremely hard for most people because we believe that editing later takes too much effort. Therefore, we want to write perfectly from the beginning.

That’s right! It is impossible to write perfectly from the first time. Even a professional writer won’t achieve that kind of standard.

Margaret suggested that we separate **content** and **structure**.

1. Dump your brain out onto paper.
2. Evaluate the content and decide what should go in.
3. Decide how the information should be connected and structured.

This book has some workflows that I had naturally adopted throughout the time I write a blog regularly. It also assures how we should approach business writing with a flowchart.

Below is the method I aim to adopt as I already am using a notecard system to organize my writing.

File Card Frenzy Method

Zero: Set a goal

Your mind needs to have objectives for reading. It helps you **sort out what is important**.



If there is one single break-through I came across during this reading project, it is this one. With a specific goal in mind, you will read quickly and with better retention.

First: Brain Writing

Once you are clear with the writing objective in mind.

- Take a pile of 10 file cards.
- Write one idea on one card. “Do not worry if you have to put it in report or not”
- After finish the first pile of 10 cards, pick up the next pile and repeat.
- Write until your mind is empty.

If your mind is empty too soon, or at the beginning, that means you have not acquired enough information, to begin with.



“ Go back and do your reading!

. . .

Second: Evaluation

Sleep on it. This gives your brain incubation time to process while you are doing other physical activity and sleep. **Amazing!**

The following day, read your notes and answer the following **8 questions** to sort cards into 3 piles rating:

1. Green pile – 100% sure it has to be in a report.
2. Amber pile – Not sure.
3. Red pile – 100% not needed.

8 Questions to ensure objectives for reports

1. Why is this report being written?
2. Who is going to read the report?
3. Who else will read it?
4. Why do they need it?
5. What do they know already?
6. What do they need to know about the topic?
7. What don't they need to know?
8. What are they going to use the information for?

. . .

Third: Grouping

List main categories according to the subject, and put cards into groups of categories.

To get the report into the right order, we must keep in mind what kind of report we are about to write.



- **Information reports** – collated information

- **Research reports** – you’ve collected data and someone has analyzed it.
- **Proposal reports** – **information is presented so that a decision can be made by the reader.**

In my business case, it is most likely a proposal. I need specific information in the form of a report to make a decision.

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To sum up, Margaret wrote a concise book to guide us in writing business reports. It reinforces an objective in reading and writing.



Rework: Change the Way You Work Forever by David Hansson and Jason Fried

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いいね！ 0

ツイート

Category: Value-Creation & Testing

(1 von 100)

Why: I need a new work-life attitude.

Goal: do “work” differently.



Action: Do it for yourself first, scratch your own itch.

3 Key Concepts

1. “Good enough is fine”: do only what is needed from you
2. Quality over quantity: be okay with small and stay small
3. Scratch your own itch: make what you want to use

Summary

Pre-read material: listen to an [audiobook](#)

“**Good enough is fine.**” oftentimes, the barrier that keeping us from doing anything is our expectation. It tells us to make the next big thing, otherwise don’t even try. The author mentioned that the main thing is to improve it with trial and error. Get your workout when it is **good enough**.



“ Best thing ever was once an average useful thing.



We are all a work in progress. Start small is okay.

Quality over quantity. We all have a big dream. When the project is successful, we tend to reach out immediately for the bigger goal. However, maybe your business is not suitable for the sheer amount of volume.

Maybe bigger goal for your business is better quality.

Scratch your own itch. One of the common mistakes in doing business is that one tries to solve another's problems. While it makes sense, many things can go wrong. You guess at best based on your market research about your prospects to like and to dislike certain features, etc. If you base your business on helping you first? The most important things about your business are clear. What and why.

From the beginning, you is your own fan.

Old work: doing everything as best as we can without thinking about its meaning and impact. This leads to ineffective working outcomes. It was not even desirable to solve these problems for customers.

Simply put: the opposite of **Lean Thinking**

Rework: start making something you want for yourself. If it can help and be useful for others, then we can do business together. With this, we solve many fault expectations...



- no worries whether the outcome will please others while doing it.

- no pressure to make it the best and biggest thing the world had ever seen.

Rich Dad Poor Dad: What the Rich Teach Their Kids About Money by Robert Kiyosaki

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いいね！ 0

ツイート

Category: Personal Finance

(13 von 100)

Why: I need to find out when to start investing and in what.

Goal: to learn basic finance from a comparison between rich and poor.



Action: Deconstruct your financial statement.

3 Key Concepts

1. Get you a personal finance education.
2. Assets put money in your pocket, liabilities take it away.
3. Do not avoid risk, manage them.

Summary

Education is a sounding investment. I am intrigued by the return from each education I had, be it in school or outside. When in doubt, pick up a book, buy a course, or go to school. Robert also underlined that one must be financially literate before start investing in anything.

We all have to realize that we cannot beat the system by trading our time for money. You will never get ahead of it, it is just how the system is designed. **Financial freedom only counts when the one who earns money is not you.**



The measure of a person's wealth is the number of days they can survive without having to work.

Buckminster Fuller

If you are interested in investing. Here are things to prepare: financial literacy.

1. **Accounting:** the language of business, be able to read financial statements.
2. **Investing:** what systems are there, that let money makes money.
3. **Study markets:** observe the law of supply and demand.
4. **The Law:** at least on tax and personal protection.



Accounting is the language of business and it's an imperfect language, but unless you are willing to put in the effort to learn – how to read and interpret financial statements.
You really shouldn't select stocks yourself.

Warren Buffet

Difference between assets and liabilities. It is not obvious. With the definition in the table below, we will see that houses and cars are liabilities. If you are spending your savings on these things first, you will lose years of hardworking by taking up interests and depreciation. Get it right, Buffett always says the rule in investing is “never lose money”.

Assets

Put money in your pocket

Liabilities

Take money out of your pocket

You should only be worrying about buying more assets. It means little to increase your pay-slip, your expense especially income tax and insurance will rise to cancel it out. Therefore, you still have to trade in your hours to cope with the next bill. Unless ... you start buying assets.

Manage risks, do not avoid them. Many of us were told to put eggs in many baskets to avoid the risk. That is a wrong way to approach investment. Here are the reasons why.

1. Diversifying little money makes little sense. Your gain will be eliminated by fees.
2. Many baskets do not mean smaller risk in each basket. You will still lose in “percentage” game.

Long story short, your only chance is to learn deeply about the business you are investing in. This is called **managing risk**. Go back to the first step “Educate yourself about finance”. It is quite common to see rookies having an “all red” portfolio. That is dreadful.

“ The word accounting comes from the word accountability. If you are going to be rich, you need to be accountable for your money.

Robert T. Kiyosaki

Let's finish with some areas to find income-generating assets.
Here are 4 areas to give it a shot, they are suggested in the book.

- Businesses managed by other people.
- Stocks and bonds : go for a well-established companies.
- Income-generating real estate
- Intellectual property like utility patents or the rights to sell



Work on acquiring assets

Salary-man's Side-gigs 2.0: New Ways of Earning by Masahiro Kobayashi

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いいね! 0

ツイート

Original title: サラリーマン副業2.0

Category: Business Creation

(64 von 100)



Why: I need help from crowdsourcing with creative jobs.

Goal: Learn how freelancers earn a living and how to hire them in Japan.

Action: Register and the Platform Will Motivate You.

3 Key Concepts

1. The hardest step is registering for a new gig.
2. Don't think too much for the first 3 months.
3. Connect your side-gig to your main business down the road.

Summary

How to just register first?



Here I will give you a list of gigs you can do in Japan.

- **ストアカ** (Street-Academy) teaching like skillshare.
- **Anyca** rents out your car.
- **Snapmart** shares photo from your smart phone.
- **Nutte** makes cloths for you.
- **Blabo** gets you product reviews.
- **Voip!** gets your products narrated.
- **Mekuru** gets SNS reviews from influencers.
- **Sagojo** writes travel blogs.
- **Conyac** and **Gengo** translate for you.
- **Testera** tests your software.
- **Panda Graphics** makes you illustrations for your game.
- **Ulscope** tests your UI.
- **Crevo** makes ad videos.
- **99 designs** design your creative media.
- **REPO** writes reports for specific keywords.
- **TALENT** writes copy to get more sales.
- **Shufti** house(wives/husbands) work for the no-skill tasks.

This book has shown how our labor market became a gigs market.

“100 years of life” and future side business

1. Japan is reaching the era where people will live over 100 years.
2. Changes in the environment surrounding side businesses.
3. “The best ever” where the compound interest of success will come true.


Be careful here! Pit of side business!

1. Do only one type of gig.
2. Expect too much out of the side gig.

The equation to be 1 in 100 successful
TO-DO: Prioritize the scenery beyond financial freedom.

• • •

What I want to try?

→ **Mystery Shopper** <https://www.ms-r.com/>
To me, they just give a new cooler name to the **auditor**. Your job here is to audit the performance of the business. 

→ **Social renting**, this one is an investment;. So it is a **crowdfunding bank**. <https://www.maneo.jp/>

To sum up, the book opens up the world of Japanese gigs to me.



Work part-time as a beginning of a business.

See Business through Accounting by Yasuhiro Tanaka

Original title: 経営がみえる会計 田中靖浩

Category: Finance & Accounting

(59 von 100)

Why: I am still confused about financials and usages.

Goal: learn a practical concept of Profit/Loss statement and Balance sheet.



Action: Think back to the basics – Investment and Return.

3 Key Concepts

1. Accounting is there to show us where business stands.
2. Find out what the root cause of “More Sales less profit.” is.
3. P/L and B/S make “Investment and Return” clear on papers.

Summary



How to go back to the basics?

Do not get carried away. Focus on the roots: **Investment (Input) and Return (Output)**. Many who are starting a business will be overwhelmed with numbers from financials. (see more on Seeing the Big Picture by Kevin Cope)

“ As my favorite business plan goes,
“Buy it for \$2 and sell for \$5.”

Wasu M.

This book is, as mentioned above, very similar to Seeing the Big Picture by Kevin Cope in terms of “Easy to read,” but it focuses more on the **Profit and Loss statement and Balance sheet**.

What is accounting for?

It is for us to check the status and measure business performance. There are 2 types of accounting:

- 1. **Financial Accounting** is for public investors and legal authorities like taxes.
- 2. **Managerial Accounting** is for internal use.

More Important

For us – business owner: Managerial accounting is here to show us where the business stands at the point in time (**outcome**) and how it came about (**cause**). In short, the book discusses 2 basic (main) financial reports.

Balance Sheet: a time-stamp outcome of your business; it shows how investment generates a return.

Profit and Loss: a flow of investment and return in a time frame; it explains how assets ended up on the balance sheet.



- 2. **Less Sales but More Profit:** insanely good performance = mostly a lie
- 3. **More Sales but Less Profit:** problematic performance = **this is why we need accounting**
- 4. **Less Sales and Less Profit:** worst performance = majority of businesses

No. 3 needs close attention to specify what went wrong and who caused it. Because the Cost of Goods Sold (COGS) is higher than the profit. More sales will actually accumulate more debt!

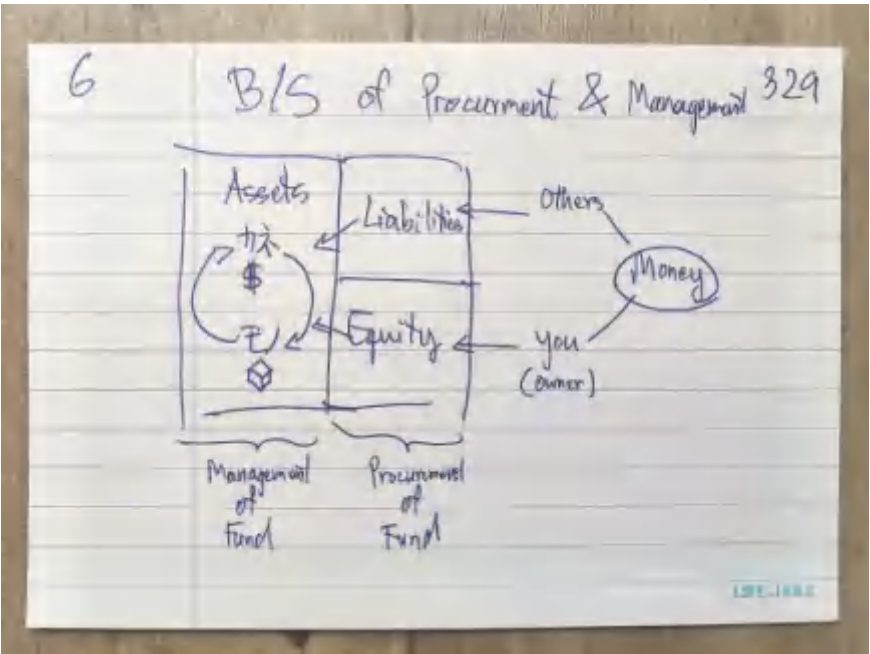
Here is where accounting will come in and show us whether the fault is on the Sales department or Manufacturing department.

. . .

Your mission is

Understand the Profit and Loss Statement and **Balance sheet** to achieve the following goals.

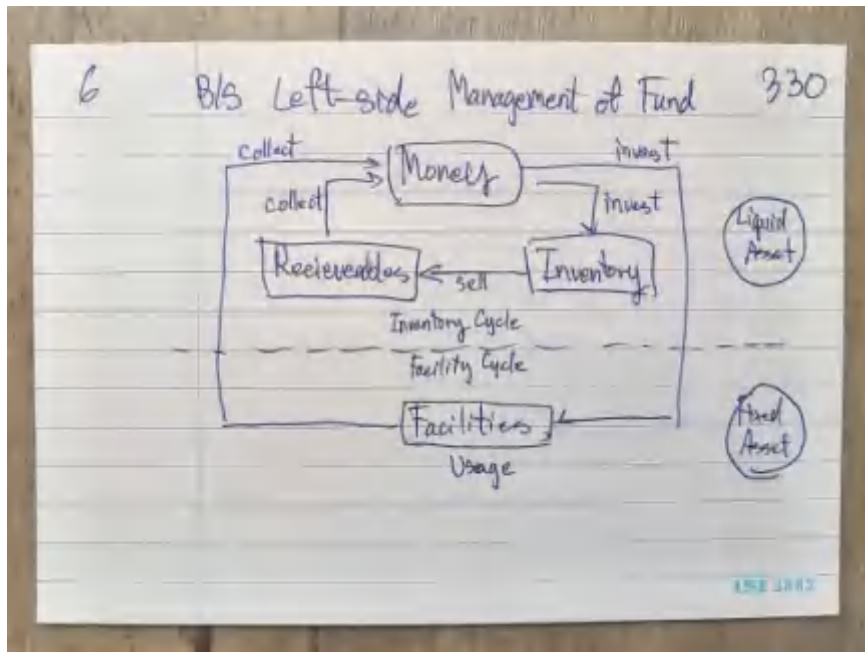
Strengthen finances: procure sufficient fund.



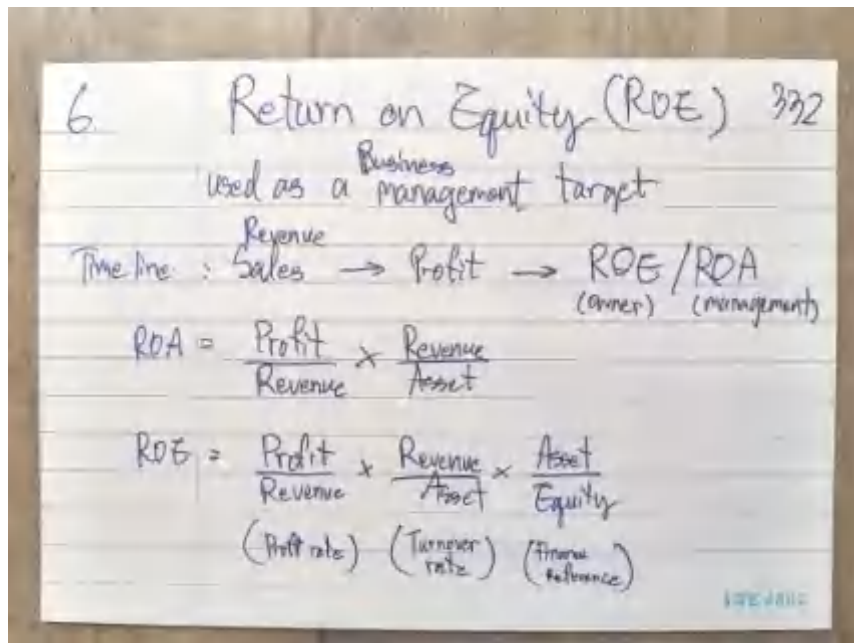
A balance sheet shows the result of company investment in each asset.
P/L statement shows the reason for profit or loss and cause of asset results on the B/L sheet.

Control cashflow: manage liquid and fixed assets.





Earn more profit: manage your fund.



Back to the basics: measure Investment and Return = Return on Equity (ROE)

• • •

To sum up, the book explains well on basics of business and how it shows on financial reports. I highly recommend everyone willing to give accounting one more try

Seeing the Big Picture by Kevin Cope

Category: Finance & Accounting

(44 von 100)

Why: I don't know how to control and drive my business growth.

Goal: Learn and understand basic business drivers.



Action: **Connect Cash Profit Assets and Growth to People.**

3 Key Concepts

1. Business must excel with all 5 drivers.
2. "The balance" is situational drive accordingly.
3. Business acumen is simplifying for company into one-sheet financial statement.

Summary

How do we connect drivers together?

Well we need to first understand each part of it.



- 1. **Cash** (Cash Position, Cash Flow)
- 2. **Profit** (Revenue, Expense)
- 3. **Assets** (Strength, Utilization)
- 4. **Growth** (Revenue, Profit)
- 5. **People** (Customer, Employees)

This book is the first book ever that educates me to understand how to control a business. Kevin introduces the ideas in a well-balanced manner, between technical, financial terms, and practical examples.

The previous book that touched on basic finance, like **Rich Dad Poor Dad**, was over-simplified. A Business Finance textbook sitting on my shelf now is probably too complex and boring.

First, business needs all 5 drivers.

A newbie in business like me looks at a company with one thing in mind: how much cash does this business make? But, it turns out that cash alone won't cut it for any company to grow sustainably.



Drive it!

Why? Because the market changes. A business cannot earn long-term growth with one product or service. Any product or service has its life cycle.

To have sustainable profitability, one must connect the dots between his efforts, customer relations, and future sales revenue.

. . .

Second, more of one thing does not mean better.

In business, we have to make decisions on how to use resources. For example, whether to reserve our cash to maximize liquidity or to double down on investment.

More cash sitting in the bank does not mean any good when there is an opportunity to invest for a higher return.

The answer to when we should invest, and how much?! is in your **financial statements**.

Sorry guys, but I don't dare summarize the income statement, cash flow statement, and balance sheet here. I highly recommend all of you to read this 180-page book. It is not boring, far from it. I praised this book.

If you are lost with the business numbers and their language, take half a day off and read this book. I beg you.

. . .

Third, learn finance with start and end in mind.

For me, this is the only way to interpret business.

“ Starts with customer
and ends with owners.

In short, starts with revenues to income to cash to asset. These numbers are from financial statements in the following orders.

- 1. **Income Statement** (Revenues → Net Income)
- 2. **Cash Flow Statement** (Net Income → Cash)
- 3. **Balance Sheet** (Cash → Equity)

. . .

To sum up

All 5 drivers of any business are interdependent. You must take care all at the same time. Yes, at the same time. That is your challenge to own a company of any size.

Shop Owner Textbook by Hiromichi Morishita

Category: Value-Delivery

(57 von 100)

Original Title: 店長の教科書

Why: I am an online shop owner.

Goal: learn from the offline shop owner what to utilize.



Action: Give Out Awesome Signature Freebies.

3 Key Concepts

1. Shopkeeper is small business management.
2. Product placement should be clear from the entrance to cashier.
3. Visual Merchandising: learn this if you are in retail market.

Summary

How to give out freebies?

Find out what customers want to have from your business and give them for free. In all types and forms for example free trial free first small product free free free ^0^



This book gives a guideline on how to be a good shopkeeper. I found many things useful for my online shop.

An online shop is still a shop, **after all**.

Shop management is a small business management.

Here are things that shopkeepers do daily.

- 1. **Serve Customers:** offer help, resolve claims
- 2. **Achieve Sales:** promote and exhibit
- 3. **Manage Sales:** set annual sales goal and profit rate
- 4. **Shopkeeping:** make policy and report HQ
- 5. **Manage Products:** fill store and control shelf
- 6. **Manage Personnel:** hire and educate staffs
- 7. **Safety Check**
- 8. **Business Negotiation:** communicate with HQ and local authority

. . .

All signs pointing into the shop

Customer Entry with AIDMA

Attention: advertisement in their **community**

Interest: copy headline

Desire: inviting atmosphere

Motivation: good deal at the time of shop entry

Action: ease of purchase and pleasure

Shop Entrance

- 1. Wide open, easy to get in and to what's see inside
- 2. Nice and clean look
- 3. Easy to understand purpose



Large doorway, Clear shop name, and banner use a pop-up to show what's inside the shop.



Wherever the eyes go, the feet will follow. So use color to catch the eyes of your customers and draw them to your displays.

Shop Inside

Clearly position products for individual

1. **Customer-collecting products: no profit, just good deal for customers**
2. Profit-earning products: other products that add on
3. For-you products: write in print “For Mr.A when it’s rain.”



You must have a shop freebie signature. Think of Kaldi with free coffee. It keeps people walking in the shop. Therefore, pour a real hot coffee

. . .

Get down in each sales tree branch

Review and improve the root cause of sales regularly.



40 Ways to Grow your Sales . . .



Credit: <https://www.stratechi.com/profit-trees/>

. . .

To sum up, shopkeeping is a well-round job. One must manage a shop with full ownership. Even the case maybe that you don't own the shop.

Skill of Deep Focus by FOCI

Category: Behavioral Change

(95 von 100)

Why: I have to review the technical aspect of product FOCI.

Goal: Learn how to prep my body and mind to focus.



Action: Positive and Regular Self-Talk.

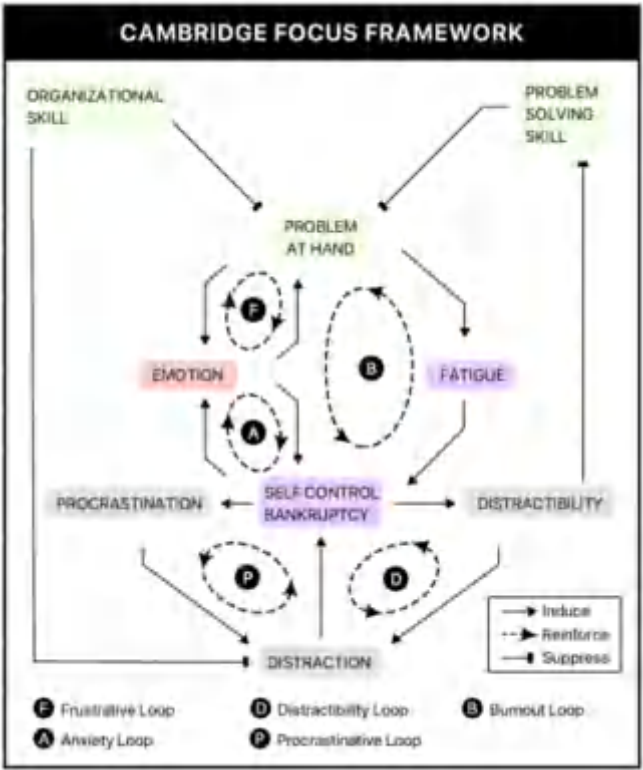
3 Key Concepts

1. Tune out distraction by labeling the cause each time.
2. Motivate oneself by self-talk and breathe control.
3. Reserve willpower by get in shape (sleep well) self-talk and breathe control.

Summary

Pre-read material: kickstarter.com/foci-wearable-that-boosts-your-focus

Our task here is to break the below 5 vicious loops by detecting our negative emotions.



Five Vicious Loops that drain your self-control.

How to positive self-talk?

Follows the cues for self-talk purposes to create cognitive dissonance. It makes you uncomfortable not being consistent with what you said and believe. Check out each step for self-talk templates.

Self-Talk = Motivation at will = IRON WILL

This book is a manual to notice yourself when you are out of balance and out of focus. It stresses catching the moment of distraction.

Skill level 1: Tune Out Distraction



SKILL OF DEEP FOCUS BY FOCI

Skill level 1: Tune Out Distraction

Focus is the abundance of thinking power. We need to set a limit to narrow down what we see and feel because that is the source of information (distraction).

Following this line of logic, it helps you to focus when you limit



Other senses like smell, pressure on skin, temperature, taste, and so on.



To-do 1: do a 3-minute breathing practice



To-do 2: write down what distracted/bothered you.

My first infographic! What do you guys think?

Skill level 2: Terminate Procrastination

Manipulate Self-Motivation

“ We procrastinate as a way to avoid pain and frustration and to seek out pleasure.



To-do 1: Do an Anti-procrastination Self-talk.

The key is to have a good grasp of 4 cues to trigger and prompt yourself to get back to form.

- Cue 1 = goals you want to reach
- Cue 2 = past regrets of procrastinating
- Cue 3 = future at stake
- Cue 4 = achievements you are proud of

Self-talk

I know I **want** (cue 1).
I don't want my life to fill with **regrets** (cue 2), and no **future** (cue 3).
I can do **this** (cue 4).
Because, I can.

To-do 2: do a 10-minute breathing practice (see above for details)

Skill level 3: Boast a Longer Focus Span

Manage Willpower Reserve

- Low hanging fruit: cutting waste by detect negative emotion and take a break.
- Mid hanging fruit: replenishing willpower by doing the following To-dos.
- High hanging fruit: schedule replenishment according to our physiology like circadian cycle, etc.

To-do 1: do an Anti-tension Self-talk

Below works because of safety in numbers, love, and self-sacrifice for the good of others.

- Cue 1 = remind yourself of achievements that make you feel secured and thankful.
- Cue 2 = remind yourself of family and friends that helped you
- Cue 3 = remind yourself that growth comes with challenges
- Cue 4 = remind yourself that you chose this path.

Self-talk

I am thankful for what I have **got** (cue 1).
I am thankful for people who **matter** (cue 2).
I am thankful for challenges which are helping me **grow** (cue 3).
I am thankful to myself for **choosing** (cue 4) to take on these challenges.



To-do 2: do a 10-minute deep relaxation breathing practice. Hold 1/2, inhale 1/2, exhale 1 full beat.

Skill level4: Reproducibly Get Into Flow

Master skill 1-3, then now try to **balance emotion states** between **relaxed** and **tensed**!

“Too tensed, you will drive into a frustration loop. Too relaxed, you cannot dive deep into focus!”

The flow challenge

You can't run a marathon when you are unwell, much as you cannot sustain flow.

To-do 1: start a deep work session

For me, this is a Pomodoro technique. Do it as a ritual. Be strict about it, and make it a habit.

[Wikipedia on Pomodoro Technique](#)

To-do 2: practice real-time breathing

Much as focusing affect our breathing, our breathing reflects our focus too.

“Getting into flow reproducibly is on par with running a marathon. The former is a challenge of mental discipline, fitness and prowess, while the latter is physical.”

FOCI



SPIN Selling: Situation Problem Implication Need-payoff by Neil Rackham

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ツイート

Category: Sales

(27 von 100)



Why: I know nothing about selling.

Goal: learn a proven selling technique to practice.

Action: Write 3 Problems that Your Service Solves.

3 Key Concepts

1. Sales Stages: Preparing, Questioning, Proving, Closing.
2. SPIN: Questioning about Situation, Problem, Implication, Need-Payoff.
3. Closing is anyway important.

Summary

Pre-read material: Interview at INSEAD [here](#)



This is my first contact with Sales. I did not know what selling was really all about. But I still remember back 25 years ago when I was a kid, those salesmen were so great. I mean, they are

fluent in selling by finding problems and offering their products. I have not encountered them anymore.

I assume that it is because I live in Japan, where small sales are 100% at the mercy of customers. Or maybe because the profit margin is too low to hire a salesperson for such deals here.

This book offered me a look into what sellers should be doing with a proven guideline. Neil said the mantra is “Remind yourself before start a call that you are a problem solver.” by asking.

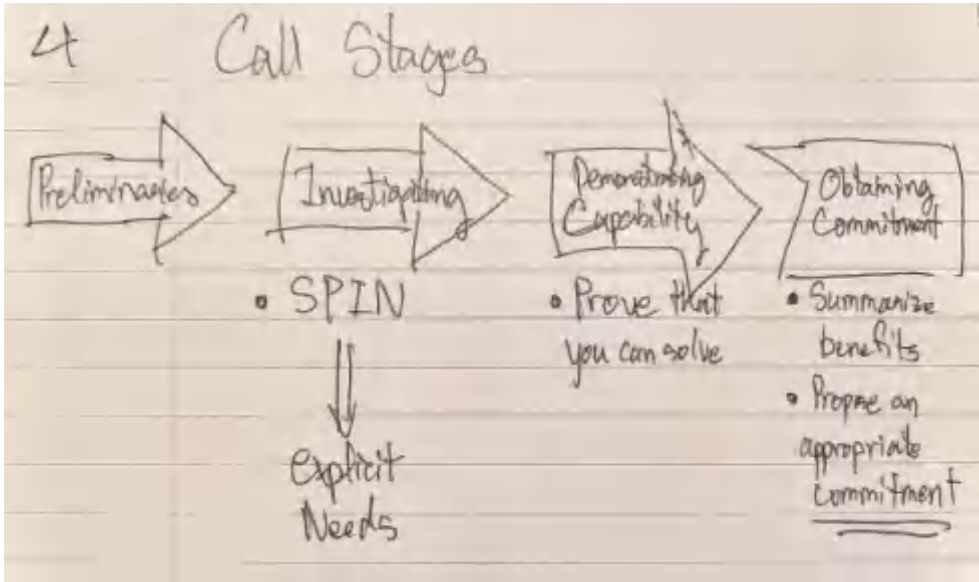
“ What problems can I solve for this customer?

Neil Rackham

Sales Stages

Preparing, Questioning, Proving, Closing.

Neil actually called it Call Stages. This illustrates phrases from the beginning of a sales call to the end.

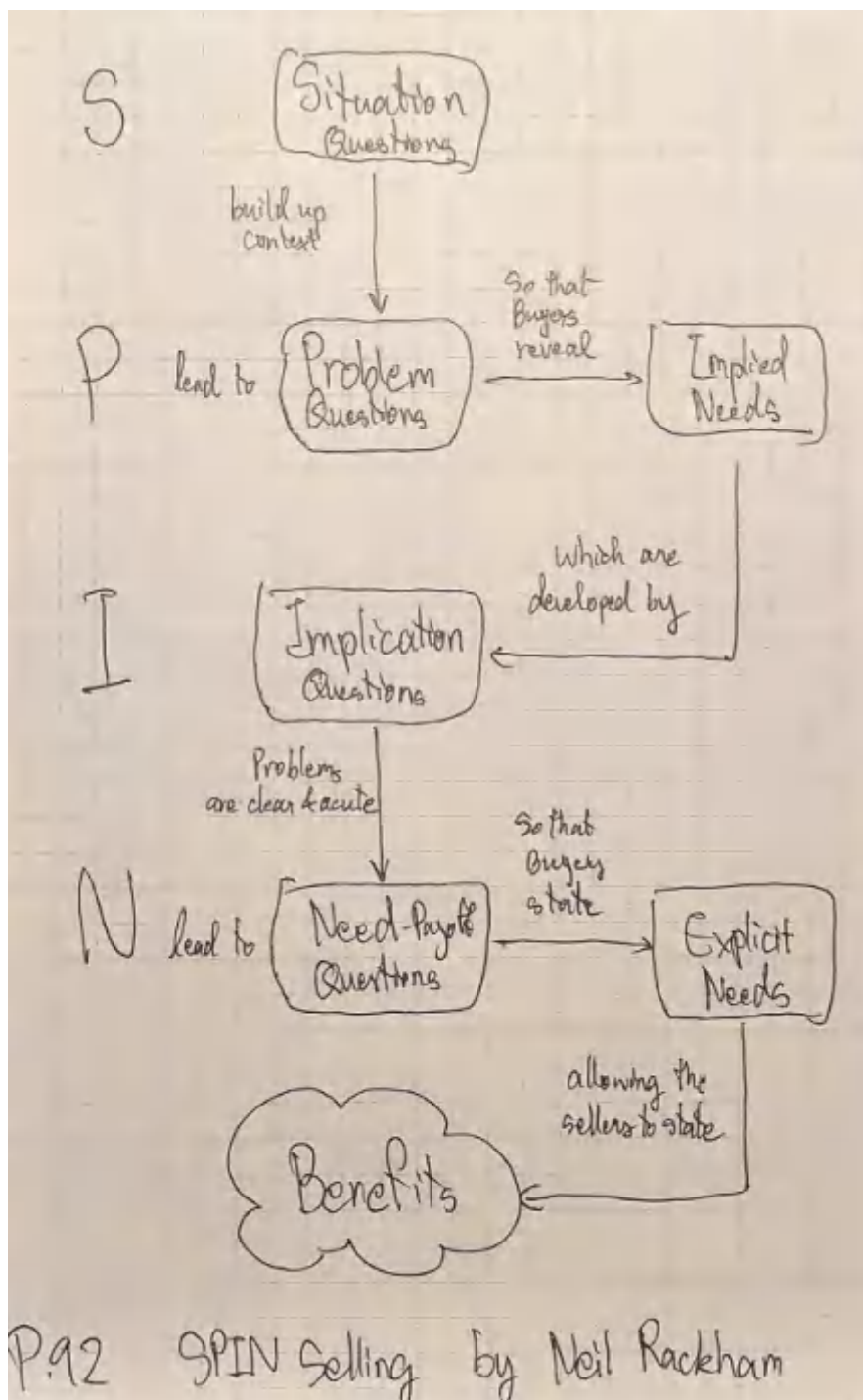


The data has shown that against the common belief that “Obtaining Commitment” is the most important phrase, “Closing.” For major sales, “Investigating” is more effective than focusing on “Questioning.”

SPIN

So how do you question? As a guideline, you should follow the SPIN framework. **SPIN:** Questioning about Situation, Problem, Implication, Need-Payoff.

- **Situation Questions:** finding facts about the customer's existing situation.
- **Problem Questions:** finding customer's pain point and dissatisfaction.
- **Implication Questions:** finding the effects, consequences of problems.
- **Need-Payoff Questions:** finding the value or usefulness of a proposed solution.



Give it a SPIN.

Just to practice, here are some questions for each step in SPIN.

- **Situation questions**

“What equipment do you use now?”

“How many people do you employ here?”

“How old is this unit?”



- **Problem questions**

“Is your existing machine hard to use?”

“Do you have quality problems?”

“Are you satisfied with …?”

- **Implication questions**

Time: “Will it slow down your proposed expansion?”

Money: “Could that lead to increased costs?”

Effort: “What effect does that have on output?”

- **Need-Payoff questions**

“How would that help?”

“Why is it important to solve this problem?”

“What benefits do you see?”

There you go, join me on this drilling process. Let's sell our services

Closing is anyway important.

Even though the book concentrated on Investigating process, it is undeniable that there would be no sales without Closing. It is only proved that too many closings in exchange for major sales would lead to fewer sales.

For those people like me, we don't actually know what Closing means. Here is the definition from the author; I find it understandable.

What is Closing?

“A behavior used by the seller implies or invites a commitment so that the buyer's next statement accepts or denies commitment.”

“ If you didn't deliver a minimum of 5 closing attempts in a call, you didn't do your job as a salesperson.

J. Douglas Edwards

To sum up, I am exciting reading this book as it shows me the world of making direct money in contrast to marketing, where it is more subtle and conceptual. I suggest that you watch many of Neil's interviews online if you are not sure the difference between sales and marketing. It helped me, as he mentioned this point quite often in videos.

Startup Studio: Playbook by Attila Szigeti

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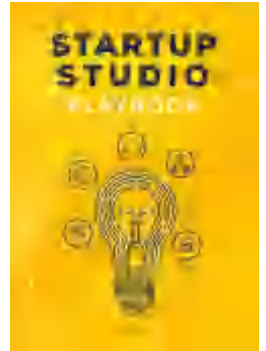
ツイート

Category: Business Creation

(43 von 100)

Why: I am building my own startup.

Goal: learn what tools they use in startup studio.



Action: Create and Follow a Playbook, More Speed.

3 Key Concepts

1. 2 key factors for starting out: know-how and connection
2. How do you measure your progress?
3. Know when to abandon the ship.

Summary

How to follow the playbook?

- Take action with proven framework, it is crucial that you learn yourself and others.
- People is your only asset, especially at the beginning. Make sure they are fit for the job.

This book is a playbook to become a lean startup. Attila summarizes step-by-step what people at startup studios do to pump out as many successful startups as possible.

First, do you understand the business you are doing?

Way too many people are starting up a business because of a trend. This tip reminds me of Warren Buffet’s advice that he invests only in a company he understands how she operates.

Know-how is a key to doing the right thing efficiently. First, focus on your team’s strength and grow from there.

. . .

Second, you have got to **measure what matters.**

It gives your team the right direction and a clear to-do list that is productive. These digital tools might help you.

- Trello: ideation
- Asana: project management
- Toggl: time and human resource management
- Dropbox: file management

. . .

Third, get in quick, get out quicker.

The main story here is about MVP (Minimum Viable Product). Learn this in-depth [here](#).



Follow the rules and get ahead quickly.

• • •

To sum up, we must build a business in a field we understand best. Then, with a cautious measurement, we will get in the right project and leave it as soon as we understand the product does not fit the market.

Success Secrets to maximize Business in Thailand by Bea Toews & Robert McGregor

Category: Corporate Strategy

(76 von 100)



Why: I want to do business in Thailand too.

Goal: Learn a business opportunity that fits my strengths.

Action: Focus on Importing Food.

3 Key Concepts

1. Thai ownership is needed depends on export ratio.
2. Consult Board of Investment: boi.go.th
3. Customs keeps records of the highest declared prices.

Summary

How to import food into Thailand?

First get a food import license from Food and Drug Administration (FDA) and a cargo import license. Then register the category and the product itself in FDA.

Find out more: forwarder-university.com/fda-registration-thai/

This book shows the view of establishing a business in Thailand in a year 2000. I find it very interest to relate as I was there at that year in Thailand. Let me know if you are also interest in Thai venture.



Explore Thailand with Your Business

Thai Barrier

There are many restrictions on ownership if you are looking to get into the local market. Being said, exporting is more than welcome. Just to be clear, all these barriers are pretty easy to work around.

Business Categories

- Category A (Closed)
 - Traditional agriculture
 - Some service businesses such as accounting, law, architecture, and construction
- Category B (Closed Unless Approved)
 - Agricultural pursuits such as cultivation, handicraft businesses
 - Commercial businesses such as retailing, selling of food and drinks, antiques
 - Service industries such as tour agencies, hotels, transportation
- Category C (Open)
 - Commercial businesses such as wholesale trade
 - All exporting, retailing of machinery, equipment and tools



If half of the production is for selling inland, Thai must own at least half of the shares.

Ownership law

Thailand is open for everyone

Board of Investment created a portal, where all supports needed are presented: boi.go.th

Thailand has also Double Tax Agreement (DTA) with several countries. Check out <https://www.rd.go.th/> Among other benefits under these treaties, foreign institutional investors can enjoy tax-free capital gains.



Pay once and enjoy tax-free capital gains.

Check Prices

This is the highest price that customs kept when the products are imported into Thailand. They use this “check prices” to assess tariffs on subsequent shipments of similar products from the same country.

What happens if you avoid taxes?

In the US, **if you** still refrain from paying, the IRS obtains a legal claim to **your** property and assets (“lien”) and, **after** that, **can** even seize that property or garnish **your** wages (“levy”). In the most serious cases, **you can** even go to jail for up to five years for committing **tax** evasion.

Credit: policygenius.com

To sum up

Walls are there, but they are not that tall. Everyone with determination would not find it harder than starting a business in any other country.

I am excited to learn more about how to set up a company in Thailand. It promises many advantages for both Import and Export goods when you are doing business online.

In addition, I wonder if Thais think that “Made in Thailand” is substandard today and still honor social duty first and business later.

Thank & Grow Rich: Shameless Gratitude and Unabashed Joy by Pam Grout

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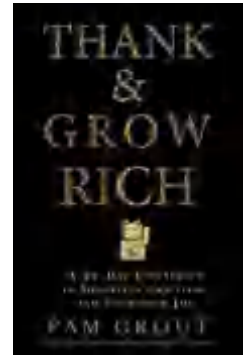
ツイート

Category: Personal Growth

(84 von 100)

Why: I want to know more about how gratitude relates to richness.

Goal: Learn to have an abundant mindset.



Action: Invest in Non-Monetary Assets.

3 Key Concepts

1. Follow what most excites you, and the right people, the right materials will show up.
2. “**Discipline**” is the most creative force. It creates the unimaginable.
3. Spend your life doing strange things with weird people.

Summary

How to invest in non-monetary assets?



First, identify what they are: Alchemic, Spiritual, Creative, Adventure Capitals. And then discipline to invest in them make it your habits.

This book suggests what the author thinks are the capitals and how to go about it.



Have some life!

Non-Monetary Assets to Dive in

Alchemic Capital

It is the capital of change, of evolution. So be graceful and let the world changes you to be someone you couldn't imagine before. The universe is much wiser than you can conceive; let it have its way with you. Embrace!

To-do: Start identifying good things in your life.

Spiritual Capital

It is the field of infinite potentiality. God, Buddha, Divine Intelligence. The author says it matters only when you call it forth to recognize its immense power and real-time practicality.

To-do: Turn your life over to the big mystery.

Creative Capital

It is a muse of ideas, books, inventions, songs, films, and other brilliant art. Follow what most excites you, and the right people, the right materials, the right opportunities will show up.

To-do: Move toward that which makes your feel most alive (Waku Waku).

Bonus: what you don't realize is that “Discipline” is the most creative force. It creates the unimaginable.



Adventure Capital

It is also known as experimental capital. This is when you decide to step into an unfamiliar place. To shake things up and do the impossible. Saying “Yes” to something that you have always said “No” to.

To-do: Relax and have more fun.

“ Walk as far as you can
see, and you can see
some more.

Social Capital

They are your family and friends. It is to have comrades to have fun with, enjoy beautiful food, and fulfill meaningful conversations. It means having a team to cheer you on and participate in the scheme.

To-do: Share your good luck, spread it around.

Spend your life doing strange things with weird people.

“

Jerome jarre, 20-Something Social Media Star

To sum up

We grow with gratitude by investing in non-monetary assets. Counting blessings, connect to the natural power, discipline to do what excites you, and lastly, share your fortune with family and friends.

The \$100 Startup: Reinvent the Way You Make a Living, Do What You Love, and Create a New Future by Chris Guillebeau

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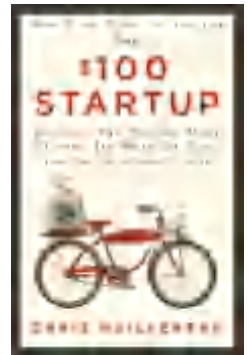
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Category: Business Creation

(15 von 100)

Why: I need to learn how others succeed with their micro-businesses.

Goal: make my business benefits more people.



Action: List 50 people that would benefit, and tell them.

3 Key Concepts

1. Freedom blueprint consists of convergence, skill transformation, and usefulness.
2. Value means helping people.
3. If building a product is half of the story, selling it is the other half.

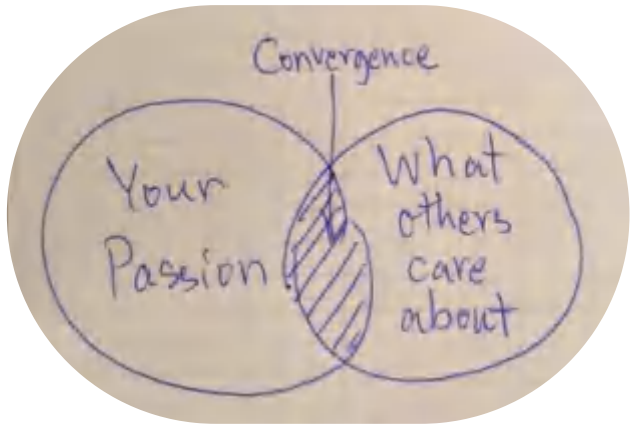
Summary

The blueprint for freedom consists of convergence between what you can do and what others care about. Now there are more subtleties in this as one might not be happy to do just anything others require. Therefore, finding your passion is a start. How?

1. Find your passion by trying out many jobs.

- 2. Learn what demands in that line of work by doing it for free.
- 3. Give it to people that benefit.

As a result, you have yourself a business. Now you are on a journey to sharpen your skill, make more impact and then make more profit.



One misunderstanding is that business requires you to be the best in that field. The reality is “No, you don’t.” There are many things one can be good at. Business needs you to find the right mix of skills, rather than one great skill. So aim to find the skills you lack and acquire them.

“ The rare part is that each of those modest skills is collected in one person. That’s how value is created.

Scott Adams

What is Value?

Dictionary: Value is something desirable and of worth, created through exchange or effort.
In short, Value means helping people.

The trick here is that the value varies from person to person. It is up to one’s emotional needs. So how you perceive value will differ from your customers. Here is the story that illustrates this irrationality.

Situation: Sam left a car key inside the car. So he called a locksmith for help.

Scenario 1: a locksmith came in 3 min. And a car was unlocked in a few seconds.

Perceived value by Sam: **Low**, as it seemed easy to resolve the situation.

Scenario 2: a locksmith came in 30 min. And it took 15 min to unlock a car.

Perceived value by Sam: **High**, as it seemed to take much effort to come over and unlock a car.

Lesson: Despite the first outcome was the most efficient, Sam is willing to pay more for the latte.

Use for business: tell customers about your product with its perceived value. Stress on benefits rather than features.

Action wins, makes something!

In the battle between planning and action, action wins. Therefore, get started quickly and see what comes out of it. The key is in defining MVP; the Most Viable Product. It is not the best product, it is just a good enough product that customers would pay for.

This is against most people’s view of starting a business. As they think that their business must be one of a kind. Chris told us to think usefulness, not innovation. Let innovation be built by the deep pocket institute.

Now sell it!

The problem with starting a business?
“I do not know how to sell, I hate bragging about myself, etc.”

We know that most people like to buy, but hate to be sold. Therefore, we need to make an illusion that a purchase is an invitation. Here are some tactics to get you started with your selling journey.
“The gentle art of self-promotion”

- 1. Make something **worth talking about**.
- 2. Ask people in the target market to test it **for free**.
- 3. Sell it with the leads from the 2nd step.

Tips:

- Write a blog to build authority and expertise, a showcase on a subject.
- List 50 people that would benefit from it and send them an inviting message.

Message reads:

Hi [name]
I wanted to quickly let you know about a new project I am working on.
It is called [name of the project], and the goal is to [main benefit].
We hope to [big goal, improvement, grand idea].
Don’t worry, I won’t be spamming you, but if you like the idea and would like to help out,
here is what you can do.
[Action point 1]
[Action point 2]
Thanks again for your time.

This book has been a myth-busting for me. It reassures the idea of doing business that is both realistic and practical for individuals. There are many more tools introduced in this book. I would like to revisit on project launching process for you guys in the future.

Can’t wait? Go ahead and have a read! Here is the **book**.

“

If you build it, they might come.
But, building is half, the other half is selling it.
Incorporate hustling into your regular work.

Chris Guillebeau

The 1-Page Marketing Plan: Get New Customers, Make More Money, and Stand Out from the Crowd by Allan Dib

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ツイート

Category: Marketing

(32 von 100)

Why: I am paying randomly for ad campaigns.

Goal: learn how to properly launch marketing strategy and measure returns.



Action: Make a check list for your marketing system.

3 Key Concepts

1. Measure and know your key marketing numbers: leads, conversion rate, avg. transaction value.
2. When prospects see your ad, they should say “Hey that’s for me”: Niche enough.
3. Nurture your leads: rather farm, than hunt.

Summary

This book underlines the importance of having a system for your business. It is a crucial element to free business owners from the business itself. This time we focus on marketing and sales systems. Allan illustrates the marketing plan in 3 phases 9 steps.



Before

1. My target market
2. My message
3. The media I will use to reach my market

During

4. My lead capture system
5. My lead nurturing system
6. My sales conversion strategy

After

7. How I deliver a world-class experience
8. How I increase the customer lifetime value
9. How I orchestrate and stimulate referrals



Marketing is the strategy you use for getting your ideal market to know you, like you, and trust you enough to buy from you.

Allan Dib

While you are doing business, you should cook your own recipe that works: layout the systems.

The goal is to create **scalable** and **replicable systems**.

Start by building your own check list for each system.

- **Marketing system:** generate a consistent flow of leads.
- **Sales system:** lead nurturing, follow-up, and conversion.
- **Fulfillment system:** actual thing you do in exchange of transaction.
- **Administration system:** reception, account, tax, human resource, etc.

Next is to follow and track your result.

In this book, we focus on marketing key numbers.

- **Leads:** number of new interested people coming into your business.
- **Conversion rate:** percentage of leads that turned into paying customers.
- **Average transaction value:** average dollars per customer.
- **Break-even point:** amount of dollars to keep your door open (fixed cost).

Measure

Meaningful marketing activities must improve these numbers.



Marketing works or not: asking “Is Customer Acquisition Cost less than Customer Lifetime Value?”

The other way: calculate Net Promoter Score – NPS to measure customer loyalty and satisfaction.

By asking, “How likely is it that you would recommend us to others?”

1-Page Marketing Plan

Before (audience = prospect)

1. My target market

Create an avatar of your target customer. Be your customer; think like them. The key is to get in their head. This reminds me of Mel Gibson in the movie “What Women Want,” where he can read women’s minds and market to women.

Use simple 5W1H to build your avatar profile. First, print their photo and put on your table. Then, talk to the avatar while writing your sales copy! Haa, this is a piece of great advice, ain’t it?

2. My message to my target market

Allan urges newbies not to confuse themselves with mega-companies. Branding like Coca-Cola will get you nowhere. Instead, use **Direct Response Marketing!**

Write a sales copy that is an inch wide and a mile deep: niche and concerning many people.

Niche: Make your prospects go, “Hey, that’s for me.”

Besides, rehearse your Elevator pitch (30-90 sec) for when you encounter prospects offline. It tells about your business concept (answer what?) and its value proposition (answer why?)



You know [Problem]?
Well, what we do is [Solution].
In fact, [Proof].
<Do you want to try [Offer]?>

Allan Dib *<> added by me

You might notice it follows the same structure as your sales copy.

3. The media I will use to reach my target market

The key question is, “where do my prospects hang out?” As you see, there are no universal means of communication here. Ignoring this, and your prospect will not see your offer.

One classic circus analogy on marketing



- Circus comes to town and paint a sign “We’re coming”: **Advertising**
 - Put a sign on an elephant and let it walk in the town: **Promotion**
 - Local news about this elephant walking in the town: **Publicity**
 - If it makes town mayor laughs: **Public Relations**
 - If you show citizens your booths and they buy tickets: **Sales**
 - And if you plan this whole thing: you are doing **Marketing**.
-

During (audience = lead)

4. My lead capture system

The rookie’s mistake is to sell at first lead capture. Allan advises to push down our desire to close the deal and ruin the trust.

Instead, use the lead capturing system as an individual collection process. First, build the base audiences that are interested in engaging with you.

At this point, you must have a **Customer Relationship Management** system.

It is the nerve center of your marketing. CRM will help you identify the leads’ profiles so that you can serve your customers according to their specific needs. Most effective kind of marketing: “Just for you.”

5. My lead nurturing system

With ads, you turn prospects into leads. Now nurture them by being their best consultant on the topic. Become an educator! Allan stressed that it is the best position you can be in doing business. They will come to you for advice.

One simple way to start is to offer information that presents a solution to a problem they have. Write a blog, send newsletters, or best write a book and give it away. Yes, that is not easy, and it takes time.

6. My sales conversion strategy

Bad news: being sold feels bad. We all must realize that we start in the negative zone. Our leads are afraid of being scammed, to begin with. Especially, small businesses must address this fear and deal with it actively.

Realize how much we hate risk and failure. Think of ice-cream tasting. It costs as little as 2 euros, and people wanna try it first before buying it.

Lesson: If you are selling anything more expensive than ice cream, you must take their fear into consideration.





Risk reversal: address the risk with outrageous guarantee, state that should it fails to deliver its promises: **you are the one to lose.**

After (audience = customer)

7. How I deliver a world class experience

Create a chance to exceed the expectation.

Shock and awe package: sending physical objects because it moves customers emotionally.
Ex. text message vs. hand-written letter.

8. How I increase customer lifetime value

Here you should refer to the book from **Rafi Mohammed**, “The 1% Windfall.” It gives you all sorts of pricing tactics. The Key is to offer recurring subscriptions, return coupons, etc. keep them active as long as you can.

9. How I orchestrate and stimulate referrals

Allan observes that one holds onto 250 people in private life. Looking from several people at a wedding, funeral, etc. The point is that the network is huge. To get referrals, we should

1. Keep in touch regularly by email, newsletter, postcard, etc.: **make a system for this.**
2. Make them look good talking about what you do: **be clear on your Unique Selling Point – USP.**
3. Give benefit for inviting: similar to 2. point, **make the introducer looks generous** like giving discount, free-trial, coupons, give-away, etc. to new people.

Check USP: “why should they buy from you and not the nearby store?”

Allan practices what he preaches: it is this compiled strategies book. He shows me how innovation is not always about a product, but can also be how it is priced, delivered, managed, marketed, packaged, adapted to other customer experiences.

I was again lost in time diving into this book. Now, will I beat my 100 books reading challenge? Hahaha, we'll see.



The 1% Windfall: How Successful Companies Use Price to Profit and Grow by Rafi Mohammed

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ツイート

Category: Finance & Accounting

(28 von 100)

Why: I only set my price on costs.

Goal: pricing better to serve more customers.



Action: Pricing on value then go on sales offer variations with many paying methods.

3 Key Concepts

1. Pricing affects market share profit margin and profit growth.
2. Find out your product value based on next-best thing and its features.
3. Apply pricing tactics when your customers ask for them.

Summary

This book teaches you to aim for that 1% price increase.



Rafi underlined the fact the 90% of companies are not efficient enough in their pricing strategies. So here is how you can maximize profit and increase market share at the same time!

Pricing goals are not only increasing market share. It also helps with

- Operating profit margin: cost reduction and **better pricing**.
 - Operating profit growth: cost control, **pricing actions**, and **volume growth**.
-

The beginning of your pricing journey is to switch from pricing based on the cost to based on perceived value. Keep in mind that we do not care how much the service costed providers. Only what it is worth for us!

Finding value-based price

1. Identify target customers.
2. Identify their **next-best alternative**.
3. Determine your product's **difference** to the next-best.
4. Add or subtract price based on these differences.
5. Do reality check if the based price is realistic and cover costs.

You see that value-based price might mean a lower price. To differentiate products, here are some attributes to look out for.

Brand, Quality, Features, Service, Ease of purchase, Style.

When you find the big differences, then scream that out to charge more.

When you find the bad differences, then adjust the product positioning accordingly.

But, what affects our product's value? Good question; here are forces that change customer-perceived value.

Consumer budget, Next-best alternative, Close and extended substitutes, Taste and trends, New attributes, Complementary products.

Pricing Steps

Here comes the fun part! After you know your value-based price, you can apply the following strategies to maximize market share and profit at the same time. The common steps are

1. Setting value-based prices
2. Offering different prices on the same product: Sales for student, Premium for the rich.
3. Adding product versions: "Good Better Best" Think of Apply product line ;p
4. Allowing Pick-a-plan: interval ownership like renting and leasing.



There you go, the pricing strategies that will bring you that 1% Windfall profit increase

Rafi gives many tactics in the book; if you are serious about optimizing your pricing now, I recommend checking this book. Sorry, I do not dare to write all tactics here, as it is too extensive.

But, I will capture the reason behind each strategy here to focus on our current pricing need.

Various Pricing Strategies

Differential pricing: offer lower prices

Because customers value a product differently. Some are willing to pay a premium, some are willing to wait for sales season.

Versioning: add product variations

Because customers have unique product need. “I have just the right product for you” Think in terms of Good product, Better product, Best product.

Pick-a-plan: roll out new pricing plans

Because customers desire a different pricing plan. Some want partial ownership, some are uncertain about value, need price assurance like flat rate, or are under financial constraints.

Finally, how many strategies and tactics to use? Well, that depends on your situation and customers. I think we should consider all strategies and apply only “requested” tactics.

Rafi said it is like the Marco Polo game. You listen to the customer’s Polo. For example,

Customer “Polo”

- I need a lower price.
- I highly value your product.
- I don’t need it full-time.

Seller “Marco”

- Look out for our year-end sales!
- Here’s our premium version.
- We offer a rental service.

To sum up, I find this book incredibly useful for anyone like me trying to run away from this guilty feeling of charging customers more.



The 4-Hour Work Week: Escape the 9-5, Live Anywhere and Join the New Rich by Timothy Ferris

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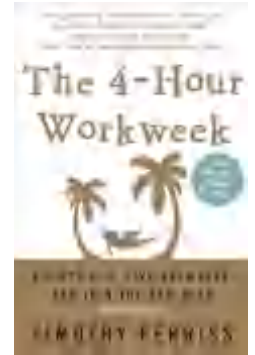
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Category: Productivity & Effectiveness

(54 von 100)

Why: I want to build a business that runs itself.

Goal: learn how to delegate work as an entrepreneur.



Action: Practice Giving a Command for a Task.

3 Key Concepts

1. You don't need all that you think you need.
2. Most of the things are not important.
3. Busy is not thinking.

Summary

How to give a command?

If you are anyone like me. You are given the task the majority of the time. Therefore, when it is time to command, you might find yourself doing the job instead. Saying that others cannot do it as properly as you do.

Giving a command is a skill we need to practice to delegate necessary but useless processes. Like booking or scheduling, and so on. Although, you just need the result of the process, which is the room to stay or a 5-minute conversation with someone.

Below are some **Do and Don'ts**.

The golden rules for outsourcing

1. The task must be time-consuming.
2. The task must be well-defined.

Common mistakes when delegating are

1. Hire **low communication** skill VA (poor English, so on.)
2. Give **imprecise** directions and do not check VA's command understanding.
3. Don't give a tight **deadline** – within 72 hours.
4. Don't request a **report** in the first few hours to double-check progress.
5. Ask **multiple tasks** at once.

This book introduces the new rich who lives the dream now, by **D-E-A-L** with life.

D: Definition

– what is it that you need exactly to live your dream, how much daily expense, where to stay, etc. You will find out that what you really are not that much. And to do more of what need not be done is a waste.

E: Elimination

– not all things are important; use Pareto law to find the fat and trim it. Evaluate the activities that are helping or hindering your defined goal.

Effective vs. Efficient

- **Effectiveness** is doing the things that get you closer to your goals.
- **Efficiency** is performing a given task – important or not – in the most economical manner possible.



It is vain to do with more what can be done with less.

Being efficient without regard to effectiveness is the default mode of the universe. Against the regular saying, “What you do is infinitely **more important** than how you do it.”

A: Automation

– delegate the rest of the work to Virtual Assistant.

Hand over responsibilities and operations of your business will free up your time and enable you to reduce your working hours to the ideal four hours per week.

L: Liberation

– avoid tying up yourself at any time in one place.

Be free and wander the world to be inspired to do more creative tasks.

“ Being busy is a form of laziness – lazy thinking and indiscriminate action.

Tim Ferris

To sum up, Tim shows the way he D-E-A-L with his life to achieve 4-Hour Work Week.

I felt, though, that his impressive CEO-level management skill is underplayed. But yes, it can be expected that we increase our productivity with this 4HWW recipe.

The 7 Habits of Highly Effective People: Powerful Lessons in Personal Change by Stephen R. Covey

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Category: Behavioral Change

(83 von 100)

Why: I would like to learn if I have the correct map for self-improvement.

Goal: Learn to focus on improving the character and not personality.



Action: Right Habits Improve Your Characters.

3 Key Concepts

1. Character is a composite of our habits.
2. Work on 7 Habits in order: self-mastery, interdependence, renewal.
3. Inside-Out is the only Way-Out.

Summary

How to have right habits that improve our characters?



Start from inside out. Hold the right worldview or values, or virtues. This gives you the right thinking or mindset. From here, you act upon them until they become your habits. And these habits, my friend, is what defines **your character**.

This book teaches us how to focus on character (inside trait) over personality (surface outlook).



Build your character.

“ We are what we repeatedly do. Excellence, then, is not an act, but a habit.

Aristotle



Character is a Composite of Our Habits



Sow a thought, reap an action;
Sow an action, reap a habit;
Sow a habit, reap a character;
Sow a character, reap a destiny.

The Maxim

Habit is the intersection of Knowledge, Skill, and Desire.

1. **Knowledge** is the theoretical paradigm, the **WHAT** to do, and the **WHY**.
2. **Skill** is the **HOW** to do.
3. **Desire** is the motivation. The **WANT** to do.

We need all three to make something a habit. Here, **the key to having effective habits** is to internalize principles and patterns of behavior.

7 Habits of Highly Effective People

Self-Mastery

- **Habit 1: Be proactive**
Focus on what you can control.
- **Habit 2: Begin with the end in mind**
Have a clear map in your mind, where do you want to go?
- **Habit 3: Put first thing first**
Discipline yourself to finish what matters.

Interdependence

- **Habit 4: Think win-win**
Have an abundant attitude by seeking what is in for them.
- **Habit 5: Seek first to understand, then to be understood**
Listen with the intent to understand, not to respond.
- **Habit 6: Synergise**
Celebrate our different expertise.

Renewal



- **Habit 7: Sharpen the saw**
Invest in yourself.
-

Inside-Out is the Only Way-Out

It means to begin with oneself. Fundamentally, start with the most inside part of yourself – your worldview, character, and motives.

If you want to be trusted, be trustworthy. Remember that **private victories precede public victories**.

“ If there is no enemy
within,
the enemy outside can
do us no harm.

Eric Thomas

To sum up

The book underlines the importance of self-mastery. To take care of what is inside first. Building character requires that we take a step-by-step approach inside-out: thought, action, habit, character.



The 21 Irrefutable Laws of Leadership: Follow Them and People Will Follow You by John C. Maxwell

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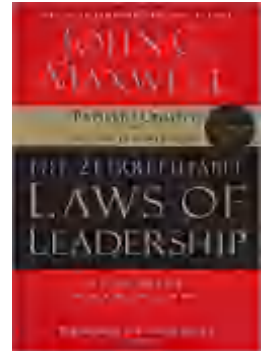
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Category: Leadership

(91 von 100)

Why: I want to become a better leader by serving better.

Goal: Learn what builds trust in leadership.



Action: Ask What They Truly Care About.

3 Key Concepts

1. The proof of leadership is found in the followers (Law 2).
2. Leaders add value by serving others (Law 5).
3. Trust Is the foundation of leadership (Law 6).

Summary

How to ask what they truly care about?



Ask the right questions and really listen. Check out these 7 Questions to become a coach in my following post: [The Coaching Habit: Say Less, Ask More & Change the Way You Lead Forever by Michael Bungay Stanier](#)

I cannot find anything better to start with but asking what is on her mind. But, then, **ask more, “what else?”**

This book consists of 21 laws listed below.

21 Laws of Leadership

1. **The Law of the Lid:** Leadership Ability Determines a Person's Level of Effectiveness.
2. **The Law of Influence:** The True Measure of Leadership Is Influence—Nothing More, Nothing Less.
3. **The Law of Process:** Leadership Develops Daily, Not in a Day.
4. **The Law of Navigation:** Anyone Can Steer the Ship, but It Takes a Leader the Chart the Course.
5. **The Law of Addition:** Leaders Add Value by Serving Others.
6. **The Law of Solid Ground:** Trust Is the Foundation of Leadership.
7. **The Law of Respect:** People Naturally Follow Leaders Stronger Than Themselves.
8. **The Law of Intuition:** Leaders Evaluate Everything with a Leadership Bias.
9. **The Law of Magnetism:** Who You Are Is Who You Attract.
10. **The Law of Connection:** Leaders Touch a Heart Before They Ask for a Hand.
11. **The Law of The Inner Circle:** A Leader's Potential Is Determined by Those Closest to Him.
12. **The Law of Empowerment:** Only Secure Leaders Give Power to Others.
13. **The Law of the Picture:** People Do What People See.
14. **The Law of Buy-in:** People Buy into the Leader, Then the Vision.
15. **The Law of Victory:** Leaders Find a Way for the Team to Win.
16. **The Law of the Big Mo:** Momentum Is a Leader's Best Friend.
17. **The Law of Priorities:** Leaders Understand That Activity Is Not Necessarily Accomplishment.
18. **The Law of Sacrifice:** A Leader Must Give Up to Go Up.
19. **The Law of Timing:** When to Lead Is As Important As What to Do and Where to Go.
20. **The Law of Explosive Growth:** To Add Growth, Lead Follower—To Multiply, Lead Leaders.
21. **The Law of Legacy:** A Leader's Lasting Value Is Measured by Succession.



Lead the way



Leadership is Found in The Followers

Measure up your leading ability by following influential factors.

1. **Character** – who you are
2. **Relationships** – who you know
3. **Knowledge** – what you know
4. **Intuition** – what you feel
5. **Experience** – where you've been
6. **Past Success** – what you've done
7. **Ability** – what you can do

“ He who thinks he leads,
but has no followers, is
only taking a walk.

leadership proverb

Serving Others

Learn their names, family members, their struggles: listen with a caring heart.

1. Care deeply until they can feel it.
2. Increase your own value to others, become an expert.
3. Understand their values, what matters to them.
4. Do what god sees worthy, be at their service.

“ *They don't care what you know, until they know you care about
who they are.*



Trust is The Foundation

How to build trust

- **Be honest:** say the whole truth even when it is inconvenient.
- **Be an expert:** practice with an aim to become the best and most reliable in the field.
- **Discipline:** execute 100% of what is promised to yourself and others.

How to mend a broken trust

- Admit the mistake, and apologize.
- Mend it or make it up to them.
- Dedicate to earn back trust by building trust as above mentioned.

The key is to fix it from the inside out: you must take care of family relationships first, before the workplace.

To sum up

Many laws govern and support how one becomes a better leader. Work on each one you see fit. You will need to ingrain these qualities to gain real influence.

The bottom line is to serve sincerely, become better at serving, and serve more people.



The 22 Immutable Laws of Marketing by Al Ries and Jack Trout

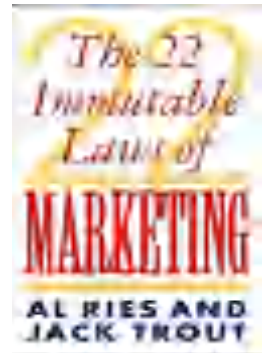
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Category: Marketing

(74 von 100)



Why: I want to integrate marketing laws into my business principle.

Goal: Learn and abuse one law of marketing to help both private and business life.

Action: **Admit Obvious Flaws.**

3 Key Concepts

1. Be first to create the connection.
2. Rather be strong somewhere, than weak everywhere.
3. Be candid and openly admit a negative.

Summary

How to admit obvious flaws?



Be upfront about a negative, and it must be **widely perceived as such**. It is so hard to admit because it is the truth, and you must mention it publically. Last I checked, everyone does their best to hide their own mistakes.

This book states 22 rules to show that marketing is **all about perception and not facts**. If you want to be successful with your brand, you must conquer space in the human mind.



Conquer the mind, not the facts.

Be the first to connect

You must connect with customers by owning a word in their minds. And the most efficient way to do it is to be the first in that specific category.



Marketing is a game of mental warfare. It's a battle of perceptions, not products or services.

Be strong at one thing

We have a limit. Limit on time, money, and effort. The most common mistake ever is trying to be the best at everything. Trying to serve everyone by selling everything you can have your hands on.





Department stores are the prime example of a price war battlefield.

“ In the long run and in the presence of serious competition, line extensions almost never work.

But why are all companies doing it? Why is it so tempting? One reason is that it can be a winner in the short term.

Start giving things up. Namely, product line, target market, constant change. **Reduce it to ONE!** All your power, your focus on ONE product that makes customers happy the most.

Admit it you are not the best

If your name is bad, you have 2 choices: change the name or make fun of it. Literally.

Why **honesty works** so well in marketing, especially in this era? Because the **explosive growth of communications** in our society made people **defensive and cautious** about what others are trying to sell them. Admitting obvious flaws is something a few companies do.

“Honesty is the best policy.

To sum up

Throughout the book, it is easily noticed that the rules of marketing are about **perception**. To own a word in a customer's mind. This comes when the brand is highly focused on the **available space** left in the market or the space they **created for themselves**.

The Best Things in Life: A Guide to What Really Matters by Thomas Hurka

Category: Decision-Making

(100 von 100)

Why: I want to understand business in life as a part of a whole.

Goal: Learn how to live a good life as an entrepreneur from a philosophical view.



Action: Well-Rounded Life Have Them All.

3 Key Concepts

1. Don't pursue pleasure it is impossible.
2. Go BIG!!
3. First you must have choices.

Summary

Pre-read material: Learn about the author: [link](#)



How to live a well-rounded life?

The author argues that it is more realistic for most people and, hence, better to live a well-rounded life. Where your balance between knowledge and achievement.

All the goods at a reasonably high level: **pleasure, knowledge, achievement, virtue.**

This book shows the essential role that philosophy plays as it thinks fundamental assumptions about goods in life.

- Should we value family over career?
- How do we balance self-interest and serving others?
- What activities bring us the most joy?

He stresses that there isn't just one good in life but many.

What is a good life?

Epicurus and Jeremy Bentham believed that the only ultimate good is a pleasure.

Socrates, Plato, and Aristotle thought the greatest good is knowledge and, more specifically, philosophical discussion or contemplation.

The unexamined life is not worth living.

Socrates

The Stoics and Immanuel Kant thought the only good is moral virtue — neither pleasure nor knowledge has true worth.

Karl Marx said our good is free creativity.

Friedrich Nietzsche with exercising a will to power

Others with religious devotion to God.

Thomas Hurka says they all should be mixed.

The Goal Cannot Be Pleasure.

“paradox of hedonism”: that the best way to get pleasure is by not trying to.



Numbers matter.

Go big! How many people's lives you have touched on matters.

Freedom comes from having choices.

It only matters when you are the captain of your own ship. Otherwise, doing the thing you do is just a circumstance.

To sum up

The key takeaway from the book is that there isn't just one intrinsic good but many, pleasure, virtue, knowledge, achievement, and possibly more.

“ To live a good life you need to be happy, understand things, and achieve worthwhile goals. Also, have good morals.

Thomas Hurka

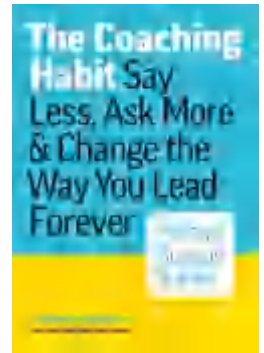
The Coaching Habit: Say Less Ask More by Michael Bungay Stanier

Category: Behavioral Change

(63 von 100)

Why: I am a bad listener and want to become better at listening.

Goal: Learn questions that would keep me from my inner Advice-Monster.



Action: More Asking and Less Telling.

3 Key Concepts

1. Empowering means giving up your power to unlock theirs.
2. Answers are closed rooms and questions are open doors.
3. Your advice is not as good as you think it is.

Summary

How to ask more and tell less?



Ask the right questions.

This book gives you 7 questions to ask to become a coach and stay in the land of open doors.

“ Tell less and ask more.
Your advice is not as
good
As you think it is.

The key is to build a habit of curiosity.

Provide a safe place to open up

TERA how brain reads situation

- Tribe = “Are you on my side?” Friend or Enemy.
- Expectation = “What happens next?” Clear or Unclear.
- Rank = “Are you more important than me?” Higher or Lower status.
- Autonomy = “Do I get a say here?” Free or Forced.

Raise the TERA quotient with good questions below.

7 Questions/Steps to become a coach

1: Kickstart a conversation

“What’s on your mind?”

Let’s talk about the thing that matters most (to you). It starts a conversation with the right size request, not too broad nor specific. They already have it in their mind = not too awkward to think.

Notice: Facebook uses this question to get users to talk and post more.

Then follow with 3P to choose an element to focus on further conversation

1. **Project:** stay most of the time here.



- 2. **People:** explore relationship with others when project-based talk stuck.
- 3. **Pattern:** this is a bit too personal, it is used in development coaching.

2: AWE them to get a whole image

“And what else?”

Aim to exhaust the things on their mind, ask until they say, “There is nothing else.”

There is always more to it than meets the eyes. Keep this in mind, the first thing mentioned is usually just a jab. Practice this question to reap more options that lead to better decisions. And buckle up to listen more, to keep your mouth shut a bit longer.

3: Focus on a real topic

“So, what’s the real challenge here for you?”

After you get them mentioned all the worries, cut through the fog, and get them to choose one important thing to talk about. Knowing that other mentioned facts are just to build up this point.

4: Find the ground

“What do you want?”

This is a KO hook. Goldfish question as they will have bugged eyes, moving mouth, but no words coming out.

It is an **adult-to-adult** conversation, knowing that you can ask for what you want and at the same time knowing that the answer may be No.

This is the ground of interesting and worthwhile conversation. It gets rid of the illusion that both parties know what the other wants.

5: Stay lazy

“How can I help?”

This forces them to make a clear request. It also saves you from thinking that you know how best to help them and leap into action.

More direct version: “What do you want from me?”

6: Complete the picture

“If you’re saying Yes to this, what are you saying no to?”

This helps clear the wrong assumptions of “wants” and “needs.” It is problematic when we only know wishes and desires, but not the No-no conditions.





A Yes is nothing without the No that gives it boundaries and form.

Michael Bungay Stanier

7: Learn the lesson

“What was most useful to you?”

This is how you finish the conversation looking like a genius.

Learning doesn't happen when you tell them something or even when they actually do it. Instead, it happens when you give them time to recall and reflect on what just happened.

• • •



Ask and wait for
answers.

Take 3 breathes.

Michael Bungay Stanier

To sum up, be curious and stay in the land of questions.



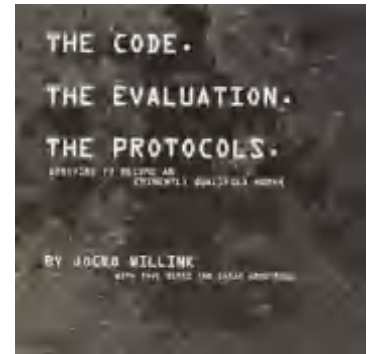
The Code. the Evaluation. the Protocols: by Jocko Willink

Category: Personal Growth

(98 von 100)

Why: I also believe that standard clarifies goals.

Goal: Evaluate my present code and protocols.



Action: **Hold Yourself to the Highest Possible Standard.**

3 Key Concepts

1. To find your path start with the code.
2. Evaluation is you against you.
3. There is no ending to the path.

Summary

Pre-read material: Jocko Podcast 226 [Link](#)



How to Hold Yourself to the Highest Possible Standard?

Live daily by the code; evaluate yourself against yourself. Then, go even harder. Lead them all!

This book aims to show you How you can strive to become an Eminently Qualified Human.

The Code.

It is a standard that we all should strive to achieve. It is a bar that gives a path to follow. With the code, we can be clear whether we are achieving or falling short.

Our ideal.

An ideal that we must define. An ideal that we must codify in no uncertain terms so we know what we are striving for. We must have a code to follow.

1. I will take care of my physical health by exercising, eating properly, and getting the rest I need to recover and rebuild. I will take care of my physical surroundings, keeping them in order.
2. I will develop myself mentally by reading, writing, drawing, building, creating, and engaging in other activities that sharpen and expand my mind.
3. I will not waste time. Time is precious.
4. I will not waste money and I will make prudent financial decisions. Money is hard to earn.
5. I will set goals that I will strive toward.
6. I will excel in my job because work is integral to life.
7. I will be humble and not allow my ego to negatively impact my decisions.
8. I will control my emotions and not allow my emotions to negatively impact my decisions.
9. I will put others before myself. I will help other people and protect those that cannot protect themselves. I will take care of my friends and family and treat other people with respect.
10. I will be ready to protect my friends and family. My gear will be ready. I will train and prepare to defend myself and others.

Reference: Willink, Jocko; Berke, Dave; Armstrong, Sarah. The Code. The Evaluation. The Protocols: Striving to Become an Eminently Qualified Human (p. 8). Jocko Publishing. Kindle Edition.

Use the code sets a standard for you. Then, ask yourself what else is important to you. That is your path.

To stay on the path is to go at war with yourself. **A war against weakness, a war against ignorance, a war against confusion.**



The Evaluation.

The same idea as what measured is managed. To know whether you are on the path and making progress, you must evaluate yourself against yourself.

1. Health

- Physical Fitness
- Sleep
- Diet

2. Personal Development

- Intellectual Fitness
- Time Management
- Financial Management
- Personal Goals

3. Professional Development

- Performance
- Qualifications

4. Character

- Humility
- Emotional Control
- Mentoring

5. Relationship

- Quality Time with Family
- Quality Time with Friends

6. Preparedness

- Martial Arts
- Weapon Training
- Home Safety
- Neighborhood Impact

Get a copy of this book to learn how to rate yourself like in a military (0-5 scale). You will realize immediately that **there is no end to this**. The rating system is constructed that way ^0^.

You can always be doing better at some facet of life.

The Protocols.

Authors discuss what you ought to do under extreme hardship, such as the death of loved ones, betrayal of trust, trauma, money, etc.

If you master it to the point that you are satisfied with where you are, then go harder. Lead others.



To sum up

How good you can live your life depends on what standard you hold yourself accountable for. Strive to achieve the impossible is the only way to go about it. Instead, be humble and start improving your life daily. Evaluate them and go harder at it.



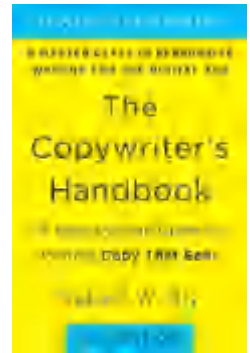
The Copywriter's Handbook: A Step-By-Step Guide to Writing Copy That Sells by Robert W. Bly

Category: Marketing

(11 von 100)

Goal: draft one basic guideline that make my copy sells.

Why: I need this for my crowd-funding projects!



Action: Build an archive of other copy master pieces.

3 Key Concepts

1. Your copy must grab attention create desire prove benefits and call-to-action.
2. Writing good copy starts with **writing well**.
3. Align product audience and copy's objective on one consistent idea

Summary

Here is my compiled “Copywriting Checklist” for my own business. Hope it helps your business too. Do let me know what can be removed or added to make it more practical.

Disclaimer: these contents belong to the book “The Copywriter’s Handbook” by Robert W. Bly. I just summarized from my interpretation and rearranged them in order that fits my own use.

Before writing a copy

Step 0: Define your copy’s position: why should it exist?

BDF Questions	Answer
Beliefs : your audience’s attitude toward your product or issues it addresses?	
Feelings : their feeling about the major issues in their lives or industries?	
Desires : a change that they want in their lives that your product can help them achieve?	

Step 1: Get all previously published materials on the product.

Step 2: Study the product.

Questions	Answer
What are its features and benefits?	
Which benefit is the most important?	
How is the product different from the competition’s?	
If the product isn’t different, what attributes were overlooked by the competition?	
What technologies does the product compete against?	
What are the applications of the product?	
What problems does the product solve in the marketplace?	
How is the product positioned against competing products?	
How does the product work?	
How reliable is the product? How long will it last?	
How economical?	
How much does it cost?	
Is it easy to use? Easy to maintain?	
Who has bought the product and what do they say about it?	
What materials, sizes, and models is it available in?	
How quickly does the manufacturer deliver the product?	
If they don’t deliver, how and where can you buy it?	

What service and support does the manufacturer offer?	
Is the product guaranteed?	

Step 3: Study your audiences. Goal is to know them better than they know themselves.

Questions	Answer
Who will buy the product? To what market is it sold?	
What exactly does the product do for them?	
Why do they need the product? And why need it now?	
What is the main concern when buying this product type?	
To what type of person is the product being sold?	
What motivates the buyer?	
How many different buying influences must the copy appeal to?	e.g. toys must appeal to both parents and kids.

Step 4: Determine the objective of your copy.

- To generate sales
- To generate store traffic
- To introduce a new product
- To transmit news or product information
- To build brand recognition and preference

While you are writing

Step 1: 4U Headline

Good headline must 1. grab the attention, and 2. create a need to purchase

1. Urgent
2. Unique
3. Ultra-specific
4. Useful

I think of a defibrillator for 4U headline. Heart attack urgency, unique device, for one specific person, and it can save a life.



Step 2: 4S Body Copy

Good sales body must 3. satisfy the needs, and 4. prove your product can deliver, and lastly 5. ask for action.

- 1. Short words
- 2. Short sentences
- 3. Short paragraphs
- 4. Short sections

Tips: there are other similar products?

- Stress an under-publicized or little-known benefit
- Dramatize a known benefit in a compelling fashion
- Dramatize the product name or package
- Build long-term brand personalities

After finish writing

Proofread your work by asking following questions. You might realize that it has little to do with originality and everything to do with “writing well”.

- Fulfill the headline’s promise?
 - interesting?
 - easy to read?
 - believable?
 - persuasive? emotionally
 - specific? intellectually
 - concise?
 - relevant? personally
 - flow smoothly?
 - call for action?: “Buy this product, and you will get this benefit”.
-



We are not in the business of being original.
We are in the business of reusing things that work.

Robert W. Bly

The Daily Drucker: 366 Days of Insight and Motivation for Getting the Right Things Done by Peter F. Drucker

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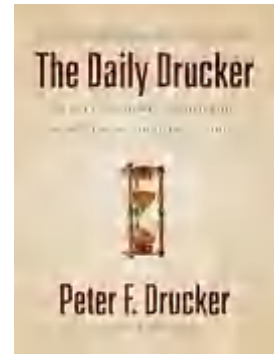
ツイート

Category: Management

(51 von 100)

Why: I am confused between my personal goal and business mission.

Goal: Find out how to define the purpose of my business.



Action: Ask Customers How Your Business Helps.

3 Key Concepts

1. Aim to contribute, choose your tool: pen or sword.
2. Work integrity is what your business partner looks for.
3. Purpose of business comes from customer.

Summary

How to find out your business's mission?



Make “talking to a customer” your daily ritual. The mission of the company can only be defined from the outside.

This book distills Peter’s point of view on many topics related to management. If you are looking for some useful business advice, **this book will be your fellow along the business journey.**

I am happy I found this book. I felt for the first time that a book can be a regular companion.

Quest of Your Career

Peter is known for his admonition to replace the quest for success with the quest for contribution. It is to ask not “How can I achieve?” but “What can I contribute?”

There are two ways anyone can impact the world.

- 1. With the pen: the use of ideas
- 2. With the sword: the use of power

• • •

Work Integrity

Integrity is the basis of any human relationship. People trust you or not, depends on their perception of your integrity.

We all look for proof of whether we can do business with someone: their work **integrity**.

City commissioner:

“Why did you make the backs of the statues as beautiful as the front?”

“No one will ever see the back.”

The sculptor replied:

“Ah, but the gods can see them.”

Work you, and I can never see, but without which the work would **lack integrity**.

• • •

Search of Business Purpose



The Purpose of Society

For the individual, there is no society unless he has **social status** and **function**.

Without status and function, man is a “rootless” individual: He is like a blindfolded man in a strange room playing a game of which he does not know the rules.

The Purpose of Business

It is defined by the want the customer satisfies when she buys a product or service from you. Therefore, this can only be answered by looking from the outside.

As you can see, the purpose must lie outside the business itself. In fact, it must lie in society since a business is an organ of society.

The purpose of business function, though, is easy to define: it is the same for all businesses – to create a customer with

- Innovation: useful product or service
- Marketing: sell to someone who needs it

The Purpose of Profit



Profit is the ultimate test of business performance.

Peter F. Drucker

Typically profit has 3 purposes.

1. It measures the net effectiveness and soundness of a business efforts.
“**Cost of being in a business**”
2. It pays the risk premium to stay in business.
“**Cost of staying a business**”
3. It ensures the future capital for innovation and expansion.
“**Capital to grow**”

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To sum up, this book offers me wisdom from legendary Peter F. Drucker on the topic I am curious about at the time. This time was about business purposes. I could not have found any better source of business wisdom than this.



The Decision Book: 50 Models for Strategic Thinking by Mikael Krogerus and Roman Tschäppeler

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ツイート

Category: Decision-Making

(52 von 100)

Why: There is too much chaos in our life.

Goal: Learn to simplify 3 usual life decisions with models.



Action: Find Models to Your Problems.

3 Key Concepts

1. Structure helps us see through and gain overview of the problem.
2. Innovation does not have to be 100% new.
3. Give only things you are happy to receive.

Summary

How to recognize a model?

Good chance, you are not the first one to face such problems. Find the model others use to conquer such predicament by contemplating on a paper. Or read a book like this ;p



This book shows how structure helps us see through and gain an overview of the problem. The model helps reduce the complexity of a situation by suppressing most of it and concentrating on what is important.

Below are 3 models from this book. I'd like to give it a try.

- 1. **The Rubber Band** – Deal with a **dilemma**
- 2. **Morphological Box** – Create **new product**
- 3. **Esquire Gift** – Choose a **gift** for anyone

The Rubber Band

This model suggests an alternative for us instead of a conventional pros and cons comparison. We often face the situation where both are good! But we must choose one anyhow. How unfair!

Here are the questions that would help you to be more honest with your choices.

- What is holding me back?
- What is pulling me there?

With the above questions, I hope you can get rid of some pros and cons that do not relate to your personal motivation. And theoretically, simplify the argument with yourself.

“ A peacefulness follows any decision, even the wrong one.

Rita Mae Brown

. . .

Morphological Box

Running out of ideas to create new next best thing for your market? Then, use this model to help you move forward.

The key is to combine things that are already existed.



Geographic priority	Functional priorities	Size and cramming	New construction	Maintenance	General philosophy
Metropolises	All socio-tech. functions	Large, not cramped	With new construction	More frequent maintenance	All get same shelter quality
Cities + 50,000	Tech support systems	Large & cramped	Compensation	Current levels	All take same risk
Suburbs and countryside	Humanitarian aims	Small, not cramped	New only for defence build up	No maintenance	Priority: Key personnel
No geo-priority	Residential	Small & cramped			Priority: Needy

Credit: [Swedish Morphological Society](#)

. . .

Esquire Gift

If you are like me, you never know what to give your special ones as a gift. Thinking like them is just too damn hard. I oftentimes gave up giving gifts just because it is too difficult to decide. With this model, I am saved.

First: Think about your budget range for a gift: mine is \$10 – \$300

Second: Count the year of relationship: just met – 30 years +

Yes, you realize that this helps only to decide the range of budget one should spend. To the defense, let’s admit that it is a big part of the problem.

The other half of the problem is incalculable. Because giving gifts is an emotional act. Here are though 2 rules of thumb you should live by when present anyone with such pleasure.

1. Being generous beats being miserly.
2. Buy something that you would be pleased to receive as a gift yourself.

Do not be misled by ‘That wasn’t really necessary.’

“ I have the simplest tastes, I am always satisfied with the best.

Oscar Wilde



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To sum up, models simplify chaos. And our life is filled with it. Therefore, refer to these proven models. For example, Ray Dalio – the founder of Bridgewater – would say, “Have principles.” Check out my summary of his book [here](#).

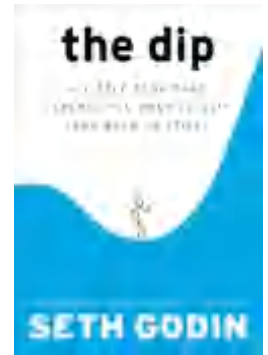


Take one.

The Dip: A Little Book that Teaches You When to Quit by Seth Godin

Category: Decision-Making

(25 von 100)



Why: I am always questioning my quitting decision.

Goal: Learn to make quitting a better strategy not a worse excuse.

Action: Outline Circumstances Where You Must Quit.

3 Key Concepts

1. **Pick your own perfect world to be the best in.**
2. **Anticipate the depth of The Dip.**
3. **Decide in advance when to quit.**

Summary

The shortest business book I have yet to read. 80 pages of perspectives on quitting whatever you are doing. I find few insights to be reassuring as I am making a career switching. If you are also in the same dip give me a minute to tell you this story of The Dip.

The Dip is where you felt stuck during your journey. Mile 20 during your first marathon. The moment when you are deciding or doubting if you would rather quit.



Your attitude toward The Dip is crucial as it affects your emotion and motivation going into it. Seth mentioned that any goal worth pursuing has The Dip as part of the journey.

The Dip is your best friend. It protects other competitors from entering your market. It acts as a test of **worthiness**. The deeper, the more valuable to get to the other side. You get the idea. It is like going to medical school, law school, or engineering school.

Why? It fails people and that in turn creates scarcity. Scarcity means lower supply than demand; hence, Valuable.

Become the best in that world

By aiming to cross the biggest dip. The question is what world is right for you. More specifically for your time, money, and effort. You pick the world too big then you won't make it, too small then you undermine your own potential.

He said that in today's world, it is **necessary that you become the best**. As the available options are clicks away for your customers. They will not ask for 2nd best and for sure not mediocrity. We ask Google for the best clinic, best restaurant, best school, best shopping mall, etc. Average is for losers.

Anticipate the depth

Seth suggested that knowing the depth is a tool to evaluate whether it makes sense to even try or to avoid quitting in The Dip. The difficult aspect of The Dip is that it changes as you journey through it. It might get deeper.

For this problem, he advised us to know who we are trying to influence.

If it is an individual, then the goal is to understand his/her worldview. Keep pushing if it matches, or quit as soon as possible when you found out it does not.

If it is a market, then you should commit to it as long as it takes. Of course, given that you are certain, you had picked the right market (world) for yourself. Journey across the market is more like going up a hill, each step gets amplified. You gain momentum when you are getting closer to the top.

It is crucial to understand this method of picking the right dip, the right world for you. Otherwise, you are going into it blind. Good luck motivating yourself to stick to the end of it. Ignore this and you might become a bad quitter.

The antidote to quitting paradox



Deciding in advance when to quit. Write down as specific as possible under what circumstances you are willing to quit. Make that your principle. Here are signs that quitting might be a smart choice.

- Quit when you are on a dead-end path, like unaligned jobs.
- Quit when you are facing a cliff, like smoking.
- Quit when you realized The Dip doesn't worth your time, money, and effort.

You cannot become the best if you do not focus all your resources on one dip.



A woodpecker can tap twenty times on a thousand trees and get nowhere, but stay busy. Or he can tap twenty-thousand times on one tree and get dinner.

Seth Godin.

Hopefully, this summary gives you a guideline of how and when to quit. Insights gave me a reassuring sense of quitting strategy. I'm definitely going to be quitting more often and at the right time.

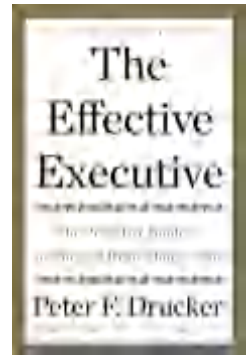


Decide. Climb. Finish. or Not.

The Effective Executive: The Definitive Guide to Getting the Right Things Done by Peter F. Drucker

Category: Corporate Skills

(19 von 100)



Why: I need to achieve more in limited hours at work.

Goal: cultivate effectiveness in one's profession.

Action: Ask “What needs to be done now?”

3 Key Concepts

1. Am I being useful?
2. Know where you time goes.
3. Exploit your strength.

Summary

Am I being useful?

Contribution is doing what matters. Peter pointed the faulty attitude on one's career. Many people ask “How can I become successful at what I do?” instead of “How can I be useful for others?”



When one is ultimately useful, one is effective and valuable. Success comes from being useful for the community. What happens when you are the most useful person in the company? Well, success happens. Peter suggested that we take the following steps to ensure effectiveness and become useful.

There are 3 phases to these 8 steps:

- Gather knowledge (1,2)
- Translate knowledge to action plan (3-6)
- Ensure the execution. (7,8)

1. What needs to be done?
2. What is right for the enterprise?
3. Develop action plans.
4. Take responsibility for decision.
5. Take responsibility for communicating.
6. Focus on opportunity rather than problems.
7. Run productive meetings.
8. Say 'We' rather than 'I'.

Note: until knowledge is translated into action plans, it is useless.



Napoleon allegedly said that no successful battle ever followed its plan. Yet Napoleon also planned every one of his battles, far more meticulously than any earlier general had done. Without an action plan, the executive becomes a prisoner of events.

Peter F. Drucker


Make a Not-To-do list. Only have a To-do list is sloppy. Because you are risking doing worthless tasks on the list. The antidote is to measure your time. Know where it goes by digits, do not guess.

The other way to save your time is to “Do-nothing”. Funny huh? I find this to be an eye-opening insight. We take everything that comes at us as a “must-do”. Consequently, these things interfere with the main thing we set off to do. Here is how to “Do nothing” about it.

First, frankly ask the team “Is a decision really necessary?”.

Second, find out the answer with “What will happen if we do nothing?”. Likely there are some consequences, but many times they are trivial.

Third, muster up the courage to “Let it take care of itself”.

I remembered what Tim Ferris said. “develop the habit of **letting small bad things happen**. If you don't, you'll never find time for the life-changing big **things**, whether important tasks or true peak experiences.” 

The uniqueness of Time

Time is the scarcest resource. 2nd resource is **money** which can be lent, 3rd resource is **people** who can be hired. However, one cannot lend, hire, buy, or otherwise obtain more **time**.

“ The supply of time is totally inelastic, no matter how high the demand, the supply won't go up. Moreover, time is perishable and can't be stored... Therefore, time is always in exceedingly short supply.

Peter F. Drucker

Scarcity: we learned that it is **demand** rather than **supply** that determines economic growth.

Put your strength to work.

Keeping in mind that time is limited, focusing on the absence of weakness leads to mediocrity. One should ask “How do I contribute with my skills to the cause?” If your strength is not at the level of competence, then make that your priority.

“ What's one does not have in one's feet, one's gotta have in one's head. It is so to say, the conservation of time.

Slavic proverb

Overall, I find the book well-balanced between concrete steps and concepts. The main point is about how one should aim to contribute at all times.



The Elements of Business Writing: A Guide to Writing Clear, Concise Documents by Gary Blake and Robert W. Bly

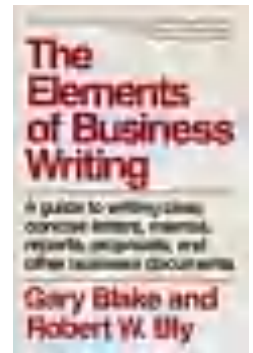
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Category: Communication

(41 von 100)



Why: I need to create introductory slides of my business today.

Goal: Learn to write a draft that obeys – all – writing principles.

Action: **Separate Facts, Opinions, and Stats to Prove Your Case.**

3 Key Concepts

1. Learn principles and follow them.
2. Business writing should be conversational.
3. Your goal is to answer reader's doubt with words.

Summary



How to separate facts from opinions?

- Ask for data (proof).

This book lives its principles. The structure is easy to follow: a practical rule book for writing.

Principles of Composition

1. Use the active voice.
2. Use simple language.
3. Write in a conversational style.

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Principles of Organization

1. Organize subjects according to the way your readers think. (answer all doubts)
2. Use an executive summary: 3 major points about the document.
3. Separate fact from opinion.

Opinions

- Cannot be proven.
- Based on thoughts, feelings, or their understanding.
- Can be changed.

I think...

I believe...

Facts

- Can be proven.
- Based on data.
- Cannot be changed.

Research says...

Evidence shows...



“ Every man has a right to be wrong in his opinions. But no man has a right to be wrong in his facts.

Bernard M. Baruch

. . .

Principles of Tone

1. Write to express, not to impress.
2. Give the **bad news first**.
3. Be your most pleasant self.

. . .

Principles of Persuasion

1. Stress benefits, not features.
2. Tell the reader what to do next.
3. Before making a request, give the reader a reason to respond.

. . .

Principles of Format

1. Use wide margins to aid readability.
2. Use numbered lists to present a series of ideas.
3. Put names in “cc” lists in alphabetical order.

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To sum up

Each element of writing makes your business document clear and concise. Moreover, it underlines the goal of writing: **to get your point across efficiently.**



The Elements of Style by William Strunk Jr. & E. B. White

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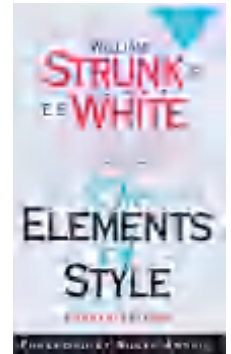
ツイート

Category: Communication

(29 von 100)

Why: I write with no rules.

Goal: learn the basic rules and principles for better writing.



Action: Put style reminders in your pocket.

3 Key Concepts

1. Study the rules, then you can break them with purposes.
2. The approach to style is by way of simplicity.
3. A writer is a gunner; he must cultivate patience.

Summary

This little book will be my bible for the rest of my 71 blogs journey. It guides you from usage rules, composition principles, forms, misused expressions, and style approaches.

As we write every day, how we write is more habitual than we think. To write better is a work in progress. It demands patience.



In this blog, you will see only **partial** content. I use this as my mistake reminder. Checking off each mistake I fix. Hopefully, some insights inspire you to adopt them as rules in your writing.

Elementary Rules of Usage

1. A colon tells that follows is closely related to the preceding clause.
 2. The colon has more effect than the comma, less power to separate than the semicolon, and more formality than the dash.
 3. Word that intervene between subject and verb do not affect the number of the verb: one of ... (plural verb)
 4. Use a singular verb after each, either, everyone, everybody, neither, nobody, someone.
 5. Gerunds usually require the possessive case.
-

Elementary Principles of Composition

Structural design underlies every kind of writing.

1. The best design is no design, as with a love letter.
2. The brevity is a by-product of vigor.
3. Put statements in positive form.
4. Prefer the specific to the general, the definite to the vague, the concrete to the abstract.
5. Omit needless words.
6. The position is the principal means of showing their relationship.
7. Modifiers should come next to the words they modify.
8. Keep to one tense.
9. Place the emphatic words at the end or at the beginning: Home is the sailor.

“Consciously or unconsciously, the reader is dissatisfied with being told only what is not; the reader wishes to be told what is.”

Matters of Form

- Do not draw attention to it by enclosing it in quotation marks.
 - Indent for the entire quotation line.
 - Do not spell out dates or other serial numbers.
-



Commonly Misused

Replace vague generality with a definite statement.

Approach to Style

Style has no such separate entity; it is nondetachable, unfilterable. The approach to style is by way of plainness, simplicity, orderliness, sincerity.

1. Place yourself in the background.
2. Write in a way that comes naturally.
3. Work from a suitable design.
4. Write with nouns and verbs.
5. Revise and rewrite.
6. Do not overwrite.
7. Do not overstate.
8. Avoid the use of qualifiers.
9. Do not affect a breezy manner.
10. Use orthodox spelling
11. Do not explain too much.
12. Do not construct awkward adverbs.
13. Make sure the reader knows who is speaking.
14. Avoid fancy words.
15. Do not use dialect unless your ear is good.
16. Be clear.
17. Do not inject opinion.
18. Use figures of speech sparingly.
19. Do not take shortcuts at the cost of clarity.
20. Avoid foreign languages.
21. Prefer the standard to the offbeat.

These are the times that try men's souls.



Thomas Paine



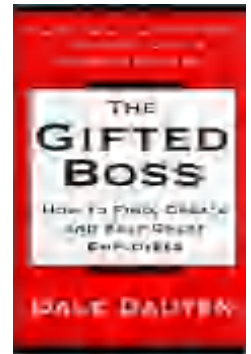
The Gifted Boss: How to Find Create and Keep Great Employees by Dale Dauten

Category: Management

(36 von 100)

Why: There are too many who quit a job with dissatisfaction.

Goal: Learn how to build a workplace where talents want to work.



Action: Trust means Management.

3 Key Concepts

1. Talents want freedom change and chance.
2. Talents are sought after. They don't do jobhunting.
3. A gifted boss and great employee create a lifetime kinship of talent.

Summary

How to get rid of mediocrity?

To raise your standard as a manager show your employees respect and the high expectation you have for them.



Check out also “[High-Performance Habits](#)” by Brendon Burchard

Definitions

Great boss: a leader that makes you feel “I like me best when I’m around you.”

Great employees: people who need no management but who also make the boss do better work and raise the entire department to a higher standard.

This is a story between the author and “Max.” They discussed the secrets of making a workplace for the brightest, along with a simple comparison between a normal and gifted boss.

It is a short book – you can tuck it along for a good commute ride home

The lessons throughout the book were summarized to

“The Six Realities of Gifted Bosses and Great Employees.”

1: The “talent-squared” workplace is possible because gifted bosses and great employees want the same thing from a workplace.

- Freedom from management, mediocrity, and morons.
- A change
- A chance

Trust = free from management.

“ The great ones never let themselves do second-rate work

Dale Dauten

2: Gifted bosses don’t just hire employees, they acquire allies.





The Equals

. . .

3: Great employees don't have jobs, they have talents. They enter the job market once (if at all), and thereafter their talents are spotted, courted and won over.

. . .

4: Great bosses and employees often reverse the typical job search: instead of the employee doing the "hunting," it's the boss. The process more resembles a "talent search" than a "job market."

. . .

5: While many gifted bosses have created such special work environments that they have virtually no turnover, many others embrace substantial turnover and become master of "the secret skill" of firing.



Low turnover rate is not always good for the firm. If only morons stay, and the brightest leave.



• • •

6: An alliance between a gifted boss and a great employee is a kinship of talent, often creating a bond that can last a lifetime.

To sum up, the story shows that the attitude toward employees and bosses should be mutual.

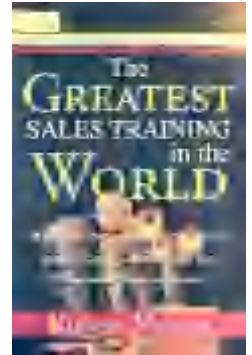


The goal of life isn't just to experience life, but to experience it together. Remember E.M. Forster? 'Only connect.' That's a two-word philosophy of life.

The Greatest Sales Training in the World by Robert Nelson

Category: Sales

(66 von 100)



Why: Selling is the other half of business.

Goal: learn how to train someone to be a good salesman.

Action: Listen to Og Mandino's Speeches.

3 Key Concepts

1. Principles endure experiences devalue with time.
2. Success is a state of mind rather aims to prevent failures.
3. The key to all successes is a good habit.

Summary

How to listen to Mandino's speech?

This task is easy because the guy is so convincing. I have never seen anyone so into selling in everything he did. Maybe start with this video “The Greatest Salesman in the World Scrolls 1 to 10” on YouTube (disclaimer: it is an hour-long.)

This book features contributions from several of the world’s greatest sales and management training experts. You will get the feeling of being sold from the cover till the very last page of the book. Haaa obvious but it works! (I bought it.)

Note: the book title itself achieves 93/100 points the highest of all the books on the list too. OMG

The book is outlined with Og Mandino’s sales principles of the ten ancient scrolls. Here they are.

Augustine “Og” Mandino II (December 12 1923 – September 3 1996^[1]) was an American author. He wrote the bestselling book **The Greatest Salesman in the World**. His books have sold over 50 million copies and have been translated into over 25 languages. He was the president of Success Unlimited magazine until 1976 and was inducted into the National Speakers Association’s Hall of Fame.

(Credit: Wikipedia page https://en.wikipedia.org/wiki/Og_Mandino)

The original is usually put in a religious section in the book store so it seems.

Mandino composed The Legend Of The Ten Scrolls

- Scroll I – I will form good habits and become their slave.
- Scroll II – I will greet this day with love in my heart.
- Scroll III – I will persist until I succeed.
- Scroll IV – I am nature’s greatest miracle.
- Scroll V – I will live this day as if it is my last.
- Scroll VI – Today I will be a master of my emotions.
- Scroll VII – I will laugh at the world (Keep perspective)
- Scroll VIII – Today I will multiply my value a hundredfold.
- Scroll IX – I will act now.
- Scroll X – I will pray for guidance.

To sum up

This book is basically the thought reflection of ten scrolls by the author Robert Nelson. Next, I will get myself an original book



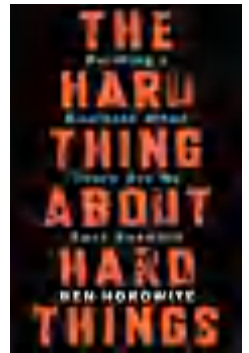
The Hard Thing About Hard Things: Building a Business When There Are No Easy Answers by Ben Horowitz

Category: Management

(55 von 100)

Why: I encountered hard things even before registering a company.

Goal: learn hard things about being a tech company CEO.



Action: Follow Your Contribution Not Passion.

3 Key Concepts

1. Follow your contribution.
2. Take care of people products and profits in that order.
3. Have courage without it other virtues don't manifest.

Summary

How to follow your contribution and not your passion?



The idea is that your passion changes most likely with time and situation. The other fact is that your passion and your skill might not align. Therefore, it should be your hobby and not something you pursue professionally.

On the other hand, when you are good at something, you are contributing. And people love you because you are useful to them and society. In turn, you'd likely enjoy that people see your value.

Unlike other business books that show you what to do to have good company, Ben shows us what to do when shit hits **the fan**.

It opens my eyes to the topic that only a few will experience (CEOs). What is the hard thing about being on the top of the company and what to do in wartime?

Take care of people first

Then products and profits, in that order.

As a CEO, you have to

Hire the right person

Prioritize the people that are good at what they are doing, even though they have flaws. Not the well-rounded one. When crisis comes – and the day will come – you need a highly competent employee to through storms.

Manage and promote with a clear principle

Do not let people get promoted unilaterally. Otherwise, you will have most HR on the management level. The process must be as transparent as possible. There is no secrecy, employees talk. Two challenges here

- **Peter Principle:** people raise to their level of incompetence and stuck. It is hard to tell whether someone would be able to handle his/her next higher position, until they are proven incompetent.
- **Law of Crappy People:** all employees benchmark themselves with the worst in higher rank.

You see now why the promotion system in your firm must be strict and transparent.

Fire the wrong person

It is part of the job. I will come back to this section when that day comes. (hopefully never)

. . .

Have courage

Without courage, other virtues don't manifest.

- To be honest, you must have courage to say things against other beliefs.
- To have justice, you must stand against mainstream.



In fact, it matters only when you are taking a position and prevail. It is the only way to generate any value in our society.

• • •

To sum up, this book shows how hard things always happen and how to handle them. It is people's problem that is hard to solve. CEO is tested exclusively on people skill.



The hard thing is Hard.

The Layman's Guide to Understanding Financial Statements by Simon Lawrence

Category: Finance & Accounting

(81 von 100)

Why: I want to do a better job at bookkeeping.

Goal: learn key accounting and bookkeeping principles.



Action: Do a Trial Balance Before Any Reporting.

3 Key Concepts

1. Bookkeeping is not accounting.
2. Stick to the principles.
3. Understand basic lingo accounting is a business language.

Summary

How to do a trial balance?



The basic core of accounting and bookkeeping: **trial balance** is a financial statement, where **credit** and **debit** transactions of a business are kept balance (equal).

AKA **Double Entry System of Accounting**.

When it is not in balance, some transactions have been **mined or inaccurately entered** into the ledger.

Check out also: [Concept, Preparation, Example of trial balance](#)

This book lays down the most fundamental concepts of bookkeeping and accounting. Highly recommended by both business students and non-business students.



Keep your book balance.

Accounting vs Bookkeeping

Accounting

The process of consolidating, summarizing, analyzing, and reporting the financial record of a company.

Bookkeeping

The practice of recording all the processes of accounting.

Key Principles of Accounting

Bookkeeping must be good. Good in this case means accurate, that a bookkeeper enters all transactions correctly, without any missing item. Here are some key accounting and bookkeeping principles to hold on to.



1. Assume that every business is an **economic entity** that aims to **profit and grow**.
 2. All transactions must be recorded in the **same currency**.
 3. All financial reports show **results over** a distinct **period of time**.
 4. **Cost** of an item **does not change** in the time of reporting withstanding.
 5. **Revenue** should be reported **when it is earned**, not received.
 6. Record liabilities and expenses **before** gains and revenues to avoid excess taxation due to poor record-keeping.
-

Some business vocabs

- **Enrolled Agent:** a tax expert who represents taxpayers when dealing with the internal revenue authorities.
 - **Asset Classes:** Equities, Fixed income bonds, and Cash equivalents.
 - **Retained Earnings:** the profits of a business that are plowed back into the company after paying taxes and dividends.
 - **Insolvency:** a state of negative owner's equity, in that the assets of the company are way lesser than the liabilities.
 - **Bonds:** when an investor loans money to another entity with the promise of the money back with interest.
 - **Coupons:** the annual interest paid on top of the bond.
-

To sum up

Bookkeeping and **accounting** are not the same things, but they need each other to function properly. Therefore, to keep your book clean and balanced, you should hold a basic accounting principle in mind and put them into practice.



Keep it Balance at All Times.



The Lean Startup: Use Continuous Innovation to Create Radically Successful Businesses by Eric Ries

Category: Business Creation

(26 von 100)

Why: I need to prove my consulting business idea.

Goal: launch an MVP to prove that there is a market for my offer.



Action: Write Down Leap-of-faith Assumption.

3 Key Concepts

1. Startup creates a new product under extreme uncertainty.
2. Lean startup waste is anything that doesn't lead to validated learning.
3. When in doubt simplify! Measure one thing after another.

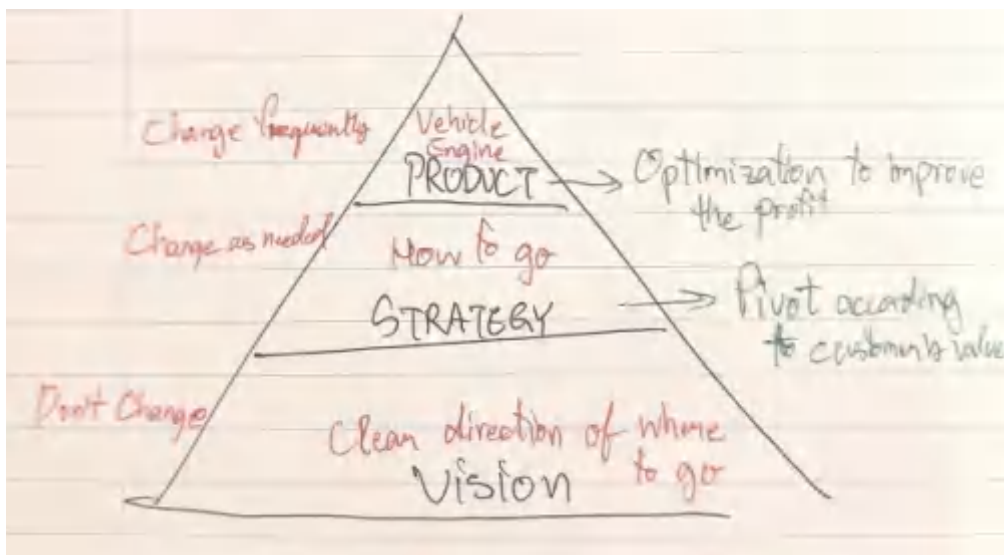
Summary

The Lean Startup is packed with insights. Eric linked first to the Lean Production System where I am familiar with. However I learned how the startup is fundamentally different from conventional business. Here are the key takeaways. Enjoy!

Startup creates a new product under extreme uncertainty.

The target market for Startup is one filled with Chaos. It is so disruptive that normal management does not function here. But, on the other hand, the “Just-do-it” cult is also not effective. (the reason why our startup success rate is so low...)

What choice do we have? Eric suggested that we adopt Lean thinking to our startup journey. Still, this time, waster is not defined as anything that customer does not value. Rather, anything that does not lead us to validated learning. Referring to actions that do not prove the hypothesis at all or not in a measurable way.



A pyramid showing what changes during the BML feedback loop.

How should we validate our hypothesis?

Eric said every Startup **starts with a Vision that contains leap-of-faith assumptions**; namely the **Value** hypothesis and **Growth** hypothesis.

The next task is to validate them as efficiently as possible by building a Minimum Viable Product (MVP). And then, rev the feedback loop as quickly as you can.

Build-Measure-Learn feedback loop

- **Build:** turn ideas into product.
- **Measure:** translate customer responses on product to useful data.
- **Learn:** turn data into ideas of better product, or decide whether to pivot or preserver.

The **planning** is a bit tricky. First, we need to plan in reverse and it goes like this:

1. Figure out what we need to learn.
2. Use specific baseline to measure whether we gain validated learning.

3. Figure out the product that we need to build to obtain 2. measurement.

Then, go ahead and build the MVP!

Building MVP seems to be also an art.

One can be stuck for a long time analyzing what type of product and what features it should possess. The lesson is that any additional work beyond proving a hypothesis is a waste. **When in doubt, SIMPLIFY!**

I suggest you go to the section of different tests of MVP in full. These examples will open your eyes to what is possible as the absolute minimum and what kind of data you can expect to attain. Ex. Smoke test to see if there is any interest in the market.



Avoid “overbuild” and “overpromise”, these are waste.

Eric Ries

Good questions to ask

I related this to “All Marketers are Liars” by Seth Godin. He mentioned that production value is not as high as before. Eric also mentioned, “In the modern economy, almost any product which can be imagined can be built.” Therefore, the more important questions are

Before starting up

- Should this product be built? Customers value it?
- Can we build a sustainable business around it? Can you out test your competitors?

During startup

- Are you making your product or service better? Have a hypothesis?
- How do you know? Using innovation accounting?

To sum up, this book tells the revolution of business in itself. The similar way how Lean Thinking changed the manufacturing industry for good. Lean Startup changed any business that navigates under chaos.

I am now asking myself, what if I am in the market where customers are right in the middle of an unknown value scale?

The McKinsey Way: Textbook for Beginners on How to Solve Problems by Sachiyo Oshima

Original title: マッキンゼー流入社1年目問題解決の教科書

Category: Personal Growth

(72 von 100)



Why: I want to become a professional problem solver.

Goal: Learn how management consultants take care of themselves.

Action: Carry Items That Have Good Energy Less Is More.

3 Key Concepts

1. Less is More: carry good energy items.
2. Aim to strengthen your strengths.
3. Take care of your look: present who you are.

Summary



What are these items that have good energy?

Simple, useful, high quality. My interpretation of these items is “Minimalistic quality tool.”

Basically, **my products**. Yes, these items are expensive because they are the ultimate of things. But, the purpose remains, “To stay clear of what matters.” The idea is **fewer things, fewer distractions**.

“ Less is More

This book talks about what consultants at McKinsey learn during their first year at the company. If you are interested in Case Interviews, check out this blog: [Case Interview Secrets: A Former McKinsey Interviewer Reveals How to Get Multiple Job Offers in Consulting](#) by Victor Cheng.



Strengthen your strengths

Seek feedback from others around you. This is not an easy task. However, make an effort to get comments on what you do well is rare.

“ The tendency is that we admire what we cannot do, and then set a goal to **get better at what you are not**.

Present who you are

Let your look speaks out who you are. In fact, whether you like it or not, it shows. When you feel lazy, you look lazy. When you feel confident, you dress according to your personality.

The good news is the reverse has a tremendous effect on you. Dressing well can lead to more confidence on a bad day. Dressing in a way that presents your personality helps you harmonize with the surroundings.

Dressing well comes with **clarity on who you are**.

“ Look matters!
Ask any guy in a suit and
tie,
Any lady in her favorite
dress.

To sum up

The shortest way to get better is to make an effort **to get to know yourself** and strengthen your traits both from inside and outside.

The Millionaire's Philosophy for a Happy Life by Ken Honda

Original title: ユダヤ人大富豪の教え 本田健

Category: Personal Finance

(89 von 100)



Why: I believe that attitude toward money dictates how I live.

Goal: Learn an abundant attitude toward money in daily life.

Action: Spend Money to Help Your Friends Be Happier.

3 Key Concepts

1. Embody the rich man of your wildest dream.
2. Use money as a tool to grant people wishes.
3. Be above money: practice poverty practice business.

Summary



How to spend money to help friends?

Think of them when you find something good in the market. Or when you encounter any person interesting, that you can introduce to your other friends.

This book teaches you to live an abundant life of money.



More than Enough

Embody the Rich Man

1. Prioritize the **person in front of you**.
 2. Be trustworthy: **deliver** what you said.
 3. **Wish others** strength and wealth.
 4. Be **great at what you do**: others can be confident to succeed in business with you.
 5. **Treat** superior people as normal, treat normal people with high regards.
-

Rules of Money

Baseline: use them to create positive energy.

1. Spend them with love and gratitude as it helps receiver achieves his goal.
 2. Spend them as a gift that is not a burden to receive.
 3. Prevent scam by not seeking easy money.
 4. Donate 10% of income, **practice generosity**.
-



Be Above Money

2 practices of extremities

1. Practice poverty: Live as you don't need them at all.
2. Practice abundancy: Live as you can always make more (learn business).

Learn more about the practice of poverty in Stoicism: [Live below your means and protect your freedom.](#)

“ The cheaper you can live, the greater your options.

Mark Cuban

To sum up

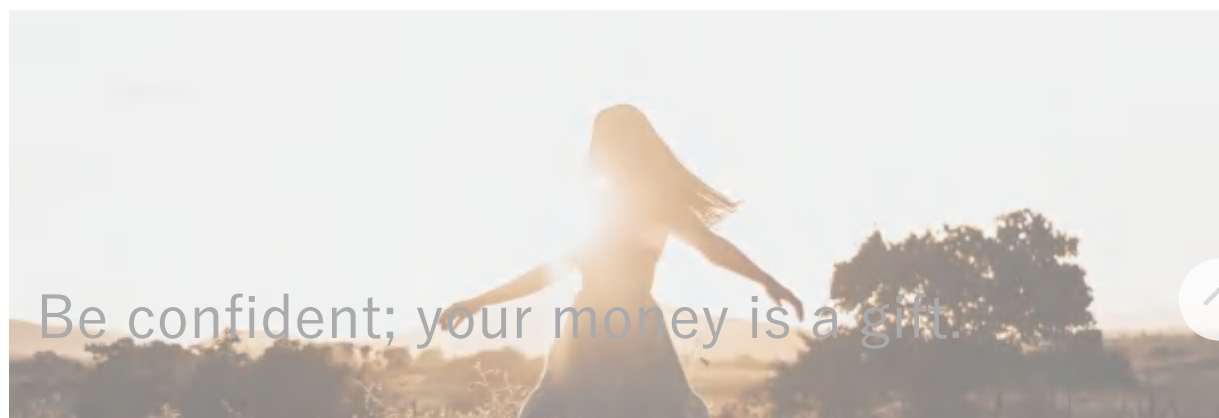
Your relationship with **money depends on who you think you are**. This post summarizes how you should **think and act** as a wealthy individual.

It is rather a cycle of abundance:

You treat yourself and people as they are more important than money.

You do more of this positive spending as **you are confident** with **less** (poverty practice) and with **more** (ability to generate money).

Now I wish you a happy, wealthy lifestyle. So go out there and make your friends happy.



The Mind of the Strategist: The Art of Japanese Business by Kenichi Ohmae

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Category: Corporate Strategy

(62 von 100)

Why: I need to decide on a strategy for the DIY tools business.

Goal: Learn how to decide which strategy to use and when.



Action: **Analyze and Reconstruct Resources.**

3 Key Concepts

1. Strategize to bring about competitive advantage at the right time.
2. Business strategy is relative, win the edge over other competitors.
3. Perfectionism is a trap, performance comes from both planning and execution.

Summary

How to analyze the situation and reconstruct strengths?



Analyze the **current situation** is always the first step to every problem-solving effort. Strategizing is to solve the situation with the company’s resources or recognize the defeat and attempt to change the battlefield itself.

This book shows the power of both analytic skills and creative skills in business strategy. I couldn’t help myself see how this is ingrained in a case interview to become a management consultant. It makes sense. This is their daily work.

Goal of Strategy

To bring about the conditions most favorable to one’s own side; **gain a competitive advantage**.
At the **right moment** to attack or withdraw.
By assessing the **limits of compromise** in resource allocation correctly.



At the **right moment** to attack or withdraw.

. . .

Strategy is Relative

To win in an absolute term is not only unrealistic, but it is also unnecessary. Because of the capital scarcity, any attempt that goes beyond the company’s capability is a waste.

Corporate strategy implies an attempt to alter a company’s strength **relative to its competitors** in the most efficient way.



“ Without competitors,
there would be no need
for strategy.

Kenichi Ohmae

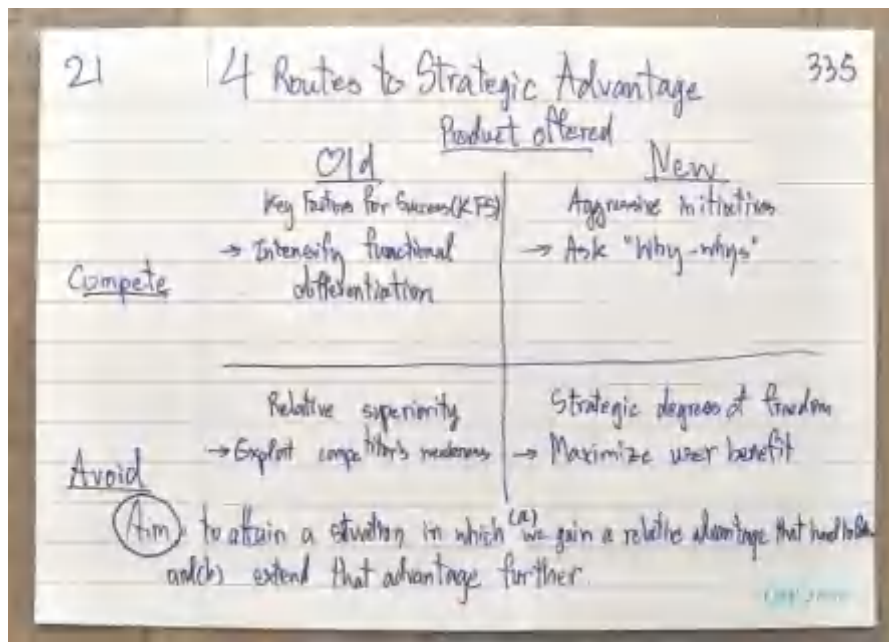
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Four Routes to Strategic Advantage

Aim: to attain a situation in which

(a) we gain a relative advantage that hard to be followed.

(b) extend that advantage further and sustainably.



First: Key Factors for Success

For an existing product to compete for head-on.

By intensifying functional differentiation.

The strategy is that a company allocates resources to strengthen company's capabilities to increase its market share and profitability.

2 Approaches

- 1. Dissect the market as imaginative as possible to **identify key segments**.
- 2. Analyze and distinguish **differences** between **winners and losers**.

Second: Relative Superiority

For an existing product to avoid head-on competition.
By exploiting competitor’s weaknesses.

2 Approaches

- 1. make use of technology and sales network profitability.
- 2. make use of differences in the composition of assets between companies.

Third: Aggressive Initiatives

For a new product to compete for head-on with well-established competitors.
By asking why-whys to scrutinize what really was the selling point, we can win.

The strategy is to **upset KFS** on which the competitor has built an advantage. If there is no KFS to win on with the current situation, one goes so far as to **change the game’s rules or status quo**.

Fourth: Strategic Degree of Freedom

For a new product to avoid head-on competition.
By maximizing user benefit in a certain axis in a certain sequence.

The strategy is to deploy innovations. For example, opening up new markets, developing new products to exploit untouched/unsatisfied market segments.

. . .

Perils of Perfectionism

In the VUCA world, any strategy that fails to take account of ever-changing trends is deemed suboptimal or, at times, useless. Because it loses the potential to draw out company performance.

Corporate performance is the result of combining planning and execution.



Corporate performance is like a boat race. No matter how hard each crew rows, if the coxswain doesn’t choose the right direction, the crew can never hope to win. Also true vice and versa.

Kenichi Ohmae

To sum up, any strategy starts with a good analysis of the situation, followed by a precise reconstruction of effort to match the company’s strength.



The New Business Road Test by John Mullins

Category: Value-Creation & Testing

(34 von 100)

Why: I do not know how to evaluate my business plan.

Goal: learn how to validate the business opportunities.



Action: Road Test 7 Opportunity Domains.

3 Key Concepts

1. All businesses aren't created equal. Don't treat them so.
2. You must look at both macro and micro-level.
3. These tests are your due diligence skip it at your own risk.

Summary

This book helps us to avoid the impending disaster of pursuing faulty dreams that won't fly. It acts as a map to assess opportunities and as a foundation of your business plan. I must be honest that I did not even scratch the surface of what the book offers.

After dozens of notes I found myself swimming in a pool of never-ending knowledge. Here are some parts of the surface I have touched upon.

Daily Question of Entrepreneurship

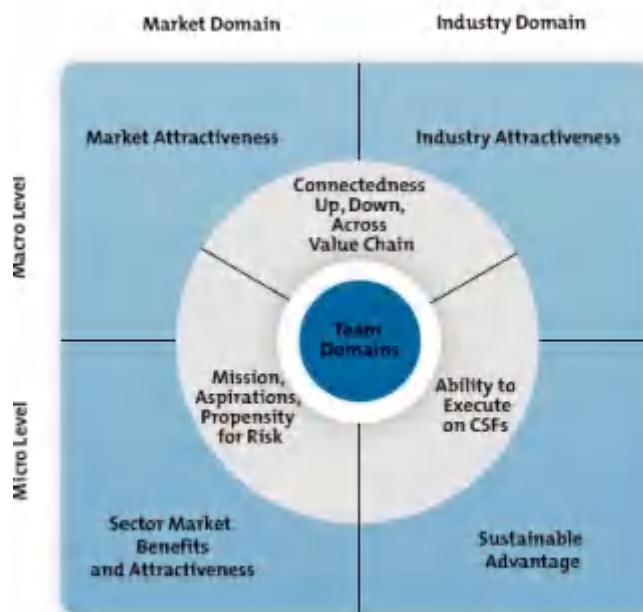
Why will or won't this work?

“Most opportunities are not what they appear to be, as the business failure statistics demonstrate.”

3 main elements of entrepreneurship

1. Markets: buyers
2. Industries: sellers
3. Your team

By differentiating markets and industries into macro and micro-level, we capture the characteristics of opportunities with higher resolution. In addition, we consider 3 attributes of our teams as follows: mission, ability, network.



Reference:

<https://www.mindtools.com/pages/article/mullins-seven-domains.htm>

Below is merely the questions that we should be asked to identify the flaws of our assumption about business opportunities.

1: Micro Market “Will the fish bite?”



The customer... is the ultimate reason for whatever the organization produces.

Peter Drucker

- What customer pain are you curing?
- Who own this pain, who they are, where they live, what they do for living?
- What differentiated your offer from others?
- Evidence that they will buy?
- Evidence that market will continue growing?
- Other existing segments that benefit from your offer?
- Can you transfer capabilities to other segment?

. . .

2: Macro Market “Is this a good market?”



There is a tide in the affairs of men, which, taken at the flood, leads on to fortune... we must take the current when it serves, Or lose our ventures.

William Shakespeare

- Did you decide on which market to pursue: huge one or niche one? It affects all other assessments.
- How large you want to serve? how many customers? countries?
- How fast it has grown in the last 1/ 3/ 5 years?
- How fast it will grow in the next months or years?
- What economic, demographic, sociocultural, technology, affect your market?

. . .

3: Macro Industry “Is this a good industry?”



When a management with a reputation for brilliance takes on a business with a reputation for bad economics, it's the reputation of the business that remains intact.

Warren Buffet



Below are mainly **Porter's 5-forces model**. It helps determine the strengths and weaknesses of the industry.

- What industry will you compete in?
- Easy or difficult for rivals to enter this industry?
- Suppliers set terms and conditions?
- Buyers set terms and conditions?
- Easy or difficult for substitution?
- If the industry is performing poorly, why wouldn't you?

. . .

4: Micro Industry “How long will your advantage last?”



Best beats first.

Jim Collins

Remember this: most industries aren't like the pharmaceutical industry.

- Is your advantage protected with some kind of patents, trade secrets, etc.?
- Do you employ superior organizational processes?
- Is your business model economically viable? Proof that it won't run out of cash quickly?

. . .

5: Team Mission “What drives your dream?”



Vivre sans rêve, qu'est ce?
What is life without a dream?

Edmond Rostand

- **What is your mission?**
 - To serve a market
 - To change industry
 - To market product
- **What is the level of aspiration?**
 - To work for yourself



- To build something small
- To build something big
- **What sort of risk are you willing to take?**
 - a secure salary
 - employment
 - life

• • •

6: Team Ability to Execute “Critical Success Factors”

“ In the People was my trust,
And in the virtues which mine eyes had seen.

William Wordsworth

- What are identified critical success factors in your industry? [Check out OKRs.](#)
- Can you demonstrate that your team can execute each and every one of CSFs?
- In not, which of CSF your team need help with? How would you outsource this?

• • •

7: Team Networking “Which connection matters?”

“ It’s not what you know; it’s who you know.

Business wisdom

- Up value chain: names and contacts info of your suppliers.
- Down value chain: names and contacts info of your distributors.
- Across value chain: names and analysis of your direct rivals and substitutes.

I realized how much more seriously I should do the home by writing all these test questions down. Practice asking these key questions will definitely save us time from chasing faulty ventures.



The Obstacle Is the Way: Turning Trials into Triumph by Ryan Holiday

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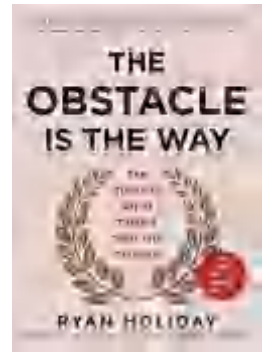
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Category: Personal Growth

(78 von 100)

Why: I need fewer constraints to freely control my life.

Goal: Learn how to use each obstacle as fuel in my business journey.



Action: **Do Your Job!**

3 Key Concepts

1. Be humble to learn.
2. Ruthlessly protect your time.
3. Live below your means and protect your freedom.

Summary

How to stop worry and do your job?



1. Keeping things simple

“At every moment keep a sturdy mind on the task at hand, as a Roman and human being, doing it with strict and simple dignity, affection, freedom, and justice — giving yourself a break from all other considerations. You can see how mastery over a few things makes it possible to live an abundant and devout life — for, if you keep watch over these things, the gods won’t ask for more.” — Marcus Aurelius, “Meditations,” 2.5

2. Focus on the main thing

“If you seek tranquility, do less. Or (more accurately) do what’s essential. Do less, better. Because most of what we do or say is not essential.” — Marcus Aurelius

“**The main thing is to keep the main thing the main thing.**” – Brendon Burchard in his book [High Performance Habits](#).

This book narrates key principles of stoicism and shows you how obstacle becomes the way in doing anything.



Stoicism

Stoicism is a philosophical practice that focuses on these core principles:

- Make the best use of your **time**
- Be the **master** of your **emotions**
- Walk the path of **virtue**
- Develop **self-mastery** (the ability to control one’s own desires or impulses)

Be humble to learn

First, the idea is to practice misfortune. This prepares you to be ready in the face of adversity; flipping obstacles upside down turns problems into opportunities, and remembering how small you keep your ego manageable and in perspective. Second, be ready to learn from anyone who encounters.

Ruthlessly protect your time

“The difference between successful people and really successful people is that really successful people **say no to almost everything.**” Because when you say no, you’re protecting your time and your energy to focus on the big and important items in your life.

Live below your means

You won’t know what is important when you squander your resources. You should be aiming to live with the least, with the things that are **actually necessary.**

“ I think frugality drives innovation, just like other constraints do, One of the only ways to get out of a tight box is to invent your way out.

Jeff Bezos

Billionaire investor Mark Cuban has also advocated for ruthlessly eliminating frivolous expenditure: “The more you stress over bills, the more difficult it is to focus on your goals. **The cheaper you can live, the greater your options.**”

The more things we desire and the more we have to earn or maintain those achievements, the less we actually enjoy our lives — and the less free we are.

To sum up

The lesson I have learned from the book is that I must practice frugality to focus on what matters at hand. And remind me to never do anything out of habit or to take it for granted.



“ I think that’s the single best piece of advice: Constantly think about how you could be doing things better and questioning yourself.

Elon Musk



Buddhist Virtues “Eightfold Path factors.”

Credit: [Wikipedia.org](https://en.wikipedia.org/wiki/Asoka)

An early summary of the path of Buddhist practices leading to **liberation** from the painful cycle of **rebirth**.

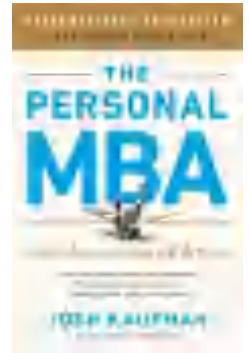
These **practices** started with the understanding that the body-mind works in a corrupted way (right view), followed by entering the Buddhist path of self-observance, self-restraint, cultivating kindness and compassion, and culminating in **samadhi**, which reinforces these practices for the development of the body-mind.

Division	Eightfold Path factors
Moral virtue (Sanskrit: śīla, Pāli: sīla)	3. Right speech
	4. Right action
	5. Right livelihood
Meditation (Sanskrit and Pāli: samādhī)	6. Right effort
	7. Right mindfulness
	8. Right concentration
Insight, wisdom (Sanskrit: prajñā, Pāli: paññā)	1. Right view
	2. Right resolve

The Personal MBA: Master the Art of Business by Josh Kaufman

Category: Personal Growth

(4 von 100)



Why: I need a base guideline for a business study.

Goal: find out what MBA programs usually offer.

Action: Finish a business books reading challenge!

3 Key Concepts

1. One must do business study is a highly conceptual and practical subject.
2. 5 parts of business : Value-Creation Marketing Sales Value-Delivery Finance.
3. Use each concept as a tool pick the one you need at the time. Do not try to memorize all at once.

Summary

This reading is eye-opening as I am attempting to do **both**;

1. Educating myself with **reading 100 books**
2. Taking **full-time MBA** at university

Josh introduced multiple subjects to real-life businesses. He also claimed “MBA programs don’t have a monopoly on advanced business knowledge: you can teach yourself”. And I am convinced

that **one can learn any subject by themselves**. This urged me to think about what the degree would get me.

My opinion is that a conventional program is more about the environment; classmates and teachers, country and culture, the prestige of a degree, fixed duration limitation, life at stake (haha), etc. It makes sense to skip all these perks if your goal is sole “business concepts study”. Same question on whether to do home school. A similar argument to what is the difference between going to a well-known expensive private university and community college, when the curriculum is virtually the same. After all your local library has more knowledge to offer than you will ever consume.

Away from study program debate...

Josh gave 5 parts of the business, that are crucial for a business to be profitable. One must not do all of 5 parts, but must definitely understand. After I scratched the surface of each subject in this book, I am excited to dig deep in all the rest throughout my 100 books journey.



The Power of Less by Leo Babauta

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Category: Behavioral Change

(86 von 100)

Why: I have to juggle between too many tasks.

Goal: Learn how to set the limit and be better off with it.



Action: Live with Limitation.

3 Key Concepts

1. Have for an end in mind.
2. First thing First.
3. Limit to 3 Projects with 1 common goal.

Summary

How to live with limitation?

Firstly, you need to realize that **limitation is liberation instead** of a common perception that **limitation is an obstacle**.



Secondly, determine what is essential to you. The question is how to recognize what is essential. You must have **an end in mind** to do this task.

“Want to carve an elephant? Just chip away what does not look like an elephant.”

- In this case, an elephant is an end in our minds.
- Which values we hold at the highest standard: **our principles**.
- Who we want to become: **our role model**.
- What we want to achieve: **our goal**.
- What we want to enjoy: **our passion**.

Lastly, let all the rest go.

This book points out that our life is full of limitations: resources like time, money, effort. So we must that these limitations consciously to make the most out of our life. Otherwise, you will be given limitations by others.



Apply Limitation, Our Resource is Anyway Limited.

First thing in the morning

You must identify the MIT of the day and go right at it after you are awake. Wash your face, get yourself a cup of freshwater, freshen up the air in your room, etc. **But let Most Important Task (MIT) be your first thing of the day.**



3 Projects

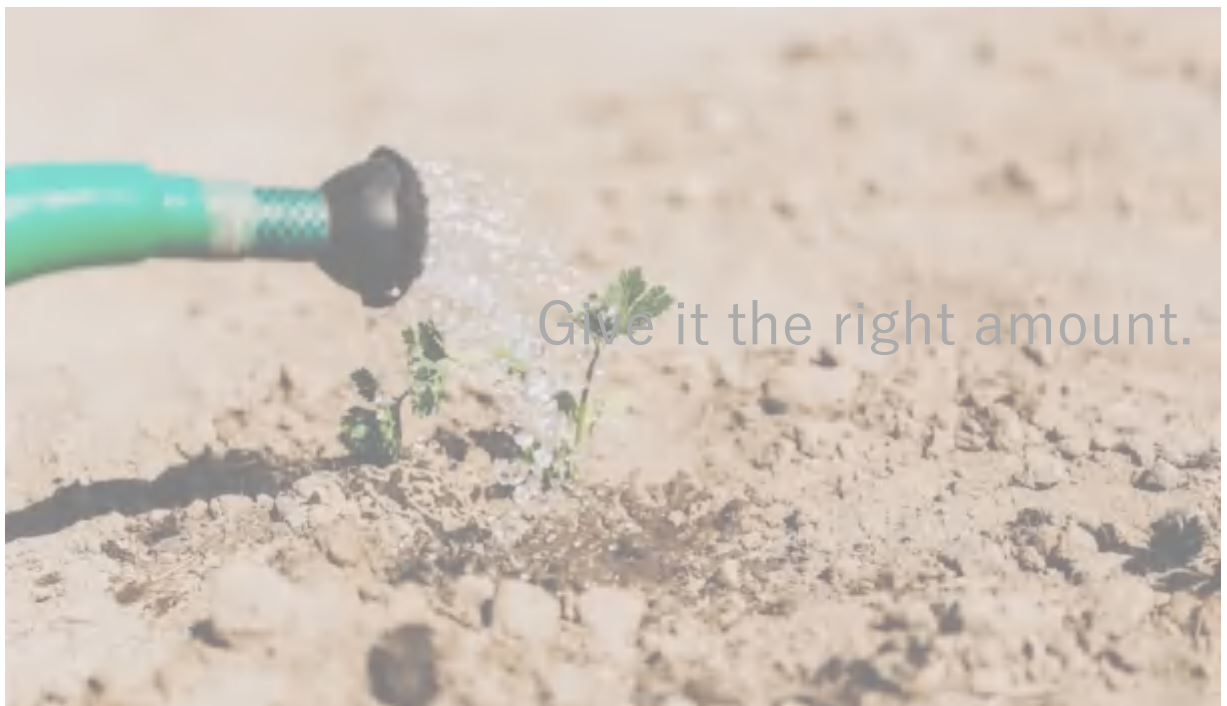
If less is better, why not have only 1 project at a time? The answer is you cannot. Most projects will need some kind of input from others, and you need to wait. The author finds 3 projects to be optimal.

“ Do less, not more.

The key is that all these 3 projects must drive to 1 common goal. This is the thinking part

To sum up

Life itself is limited. One must live by it. And to make the most out of your time is to limit it yourself. That way, you are in control of your life. This is the Power of Less.



The Storyboard Approach: Advanced Techniques for Preparing Effective Visual Presentations by Kerry Choun and Marcel Dunand

Category: Communication

(50 von 100)



Why: I need to tell a clear story in one long webpage.

Goal: learn how to tell a story with a visual sequence.

Action: Current Slide's Message Answers Previous Slide.

3 Key Concepts

1. Analyze by extracting message and grouping them.
2. Organize by clarifying objective and setting up a storyboard.
3. Communicate by designing and presenting with visual aids.

Summary



How to connect slides?

Ask if the slide you are reading answers its previous slide’s position. Do this throughout your presentation.

This book highlights not only how to use visuals but also addresses the weakness of presentations.

•

Consumer

Situation

Impact

Feedback

Pace of learning

Quantity of info

Selection of info

Writer

Reader

Free

Low –

Slow/None –

Flexible +

High +

Yes +

Presenter

Audience



Captive +

High +

Immediate +

Imposed –

Limited –

No –

As we see above, presenting is not always the best choice. And your job as a **presenter is to overcome those handicaps.**

- **Overcome imposed pace of learning issue** by clearly **visualize** your material.
 - **Overcome limited selection of information** by tightly **structure** and **focus** on essentials.
-

First, analyze by extracting message and grouping them.

Take a position; that is how you **add value** to the information. Even if the presentation is to inform the audience.

Ask yourself, “**So what?**” enough time that your position is crystal clear in both in your mind and on the material.

“ The best way to sound like you know what you’re talking about, is to know what you’re talking about.

Author Unknown



. . .

Second, organize by clarifying objective and setting up a storyboard.

You must know your audience and your own position.

The authors point the obvious mistake of how many presenters don't know what they are trying to achieve with the presentation. Objectives can be

1. **To inform**
2. **To convince**
3. **To get action:** the high prize of communication

. . .

Third, communicate by designing and presenting with visual aids.

The rule of thumb I got from this book is to make sure that your story connects throughout the board. You can achieve this by writing a key message on each slide and check if every slide answers its previous slide.

“ What is conceived well
is expressed clearly.

Nicolas Boileau

. . .

To sum up, a presenter can help the audience overcome the handicaps of learning pace and limited information. Therefore, you must visualize material clearly and structure them in a logical sequence.



The Storyteller's Secret: How the World's Most Inspiring Leaders Turn Their Passion Into Performance by Carmine Gallo

Category: Communication

(37 von 100)

Why: I love telling great stories.

Goal: learn a universal storyline that inspires us.



Action: Use One Analogy in Every Explanation.

3 Key Concepts

1. Great stories have common traits.
2. Customers must trust in your story: be authentic.
3. The brand's narrative must go beyond making money: mission.

Summary

How to come up with an analogy?

Select an action that doesn't relate to the situation. Confused already?



Why? Because obvious analogies are simply much less inspiring.

“ ‘Selling more of our new product is like… brushing your teeth’ will lead to more interesting insights than ‘selling more of our new product is like… finding new customers’.

René de Ruijter

Find similarities and go from there to build up a story. I know this will take work. You must write down and solve this little puzzle. But, hey, think of the smile from your listener. It is worth it.

This book has – as many reviewers said – a very repetitive message. But I guess that is the core message of what Gallo was trying to get across: there is **a known formula to great stories**. So here is what I found most practical to work on.

First, tell in 3 parts like in a movie.

1. Introduce protagonist and anti-protagonist. Give a **vivid backstory** of them that listener can relate to. This allows them to **be a protagonist themselves**.
2. **Trigger** event to link with adversity protagonist must face. Here you explain how main character **transforms**.
3. Win over the tyranny! **Happy-ending with life lesson**.

You will win the heart of listeners every time with this storyline.

. . .

Second, be authentic.

Here are 3 dimensions of authentic brands, defined by marketing professor Julie Napoli.

1. **Heritage**
Customers want to know **where a product comes from**.
2. **Sincerity**
Customers want to know **who is behind it**.
3. **Commitment to quality**
Customers want to know **how committed** they are **to delivering a quality product**.



“ Every company must stand for something.

Howard Schultz

. . .

Third, tell your mission.

Give your audience something to cheer for in 7 steps.

- **One there was a ...**
 - a hero with a goal
- **Every day he ...**
 - hero's world in balance at first
- **Until one day ...**
 - conflict
- **Because of that ...**
 - sequences of effects
- **Because of that ...**
 - more severe effects
- **Until finally ...**
 - climax reveals the triumph of good over evil
- **Ever since then ...**
 - the moral of the story

. . .

To sum up, Gallo shows us a simple way to tell great stories. Now it is on us to practice them. Find what we hold dear in our life and start telling them the best we can



The Ultimate Collection of Business Frameworks by Shoeisha

Category: Analysis

(45 von 100)

Why: I work with random business advice.

Goal: pick up frameworks for customer analysis and sales pipeline.



Action: Bring Your Customers on a Journey.

3 Key Concepts

1. Get to know your key customers.
2. Empathize their pain.
3. Guide your customers journey with a map.

Summary

I will drop down the frameworks that help you learn about your customer and then bring them on a journey.

First, take care of your best customers.

Yup, not all customers are equal.

Why do you ought to care only particular group of customers? That is because you have limit resources: money, time, and effort.

Analyze with **RFM segmentation** to find out who they are and then make it your business mission to improve their life. RFM = Recency, Frequency, and Monetary.

- **Recency:** How much time has past since a customer's last purchase? **Fresh memory.**
- **Frequency:** How often has a customer interacted? **Loyal fans.**
- **Monetary:** How much a customer has spent? **Big spenders.**

				Points			
Customer - ID	R : Last Buy	F : Times	M : Sum	R	F	M	Total
xxx-xxx1	2017/12/28	8	30,000	5	3	3	11
xxx-xxx2	2017/03/26	1	40,000	1	1	3	5
xxx-xxx3	2017/12/02	25	70,000	4	4	4	12
xxx-xxx4	2017/07/10	14	20,000	2	4	2	8
xxx-xxx5	2017/05/05	7	8,000	1	3	1	5
xxx-xxx6	2017/12/11	40	120,000	4	5	5	14
xxx-xxx7	2017/12/29	42	130,000	5	5	5	15
xxx-xxx8	2017/09/23	4	9,000	2	2	1	5
xxx-xxx9	2017/10/03	18	20,000	3	4	2	9
xxx-xx10	2017/11/24	21	50,000	3	4	3	10

. . .

Second, be in their shoes.

Think, see, hear, and say like them. **Your product or service should relieve their pain and offer desirable gain.**





Reference: <https://www.tractionwise.com/en/magazine/customer-empathy-map/>

Third, map the journey so they don’t get lost.

If your customers are lost, so are your sales.

A customer journey map of the buyer journey is a visual representation that helps you tell the story of your customers’ experiences across all touchpoints.

Nowadays, we must personalize the customer experience.

	Recognition	Researching	Comparing	Buy Trial	Subscribe
Touch point	Instagram Web search Website	Info site Blog PDF books	Blog Video	EC site Application page Q&A page	Product Brochure EC site
Action	Instagramで発酵食品に関する投稿を見る。 ↓ ハッシュタグをチェック ↓ 発酵食品を使った料理のレシピや投稿を複数見る。	発酵食品に関する基礎知識やトレンドを調べるため、いくつかの食品サイトやブログ記事を読む。 ↓ EBookをダウンロードして、発酵食品の魅力を学ぶ。	発酵食品のレシピを調べる。 ↓ ブログや動画を見る。 ↓ 動画を参照配置している動画チャンネルをフォローして、定期的に見る。	商品ページにて価格や内容の評価を確認する。 ↓ トライアル商品や詰め合わせ、口コミを確認する。 ↓ トライアル商品を受し込む。	単品購入したトライアル商品を実際に利用する。 ↓ トライアル商品と一緒に贈られてきたパンフレットを読む。 ↓ 公式サイトの特典ページで定期便の申し込みを行う。
Psychological Situation	↑健康によさそう。手軽にできるなら試してみたい ↓めんどくさくて結局三日坊主になる可能性が高い	↑実際に健康によさそう。商品も豊富にありそう。 ↓種類が多く、どれから試せばいいかわからない	↑ご飯に合いそうなので試してみたい ↓忙しくて時間もないので、取り入れるのに手間がかかるかな	↑買ってみたけど、お値段を考えると高いかな ↓定期便は便利だけど、飲みかけになったらもったいない	↑毎月届くのが嬉しいけど、届くのは便利かな ↓定期購入しているうちに飽きてしまわないかな
Needs	発酵食品って一体どういうものなの？	何から試せばいい？ 週お薦めは？	発酵食品を使った買ってみたってあるかな？	実際に食べてみたい (お試しがしたい)	アレンジの方法をもう少し知りたい

To sum up, customer experience is important, and you must make an effort to realize it. With these frameworks, you will serve the right customer with the right solution and approach.

The Unfair Advantage by Ash Ali and Hasan Kubba

Category: Value-Delivery

(94 von 100)

Why: I have not leveraged enough from my unique circumstance.

Goal: Learn about my own unfair advantages for building a lifestyle start-up.



Action: **Stack the Cards for Yourself.**

3 Key Concepts

1. **Work smart** because success is both hardwork and luck.
2. **YET:** Develop growth mindset intentionally.
3. **Work your unfair advantages** with MILES framework.

Summary

Pre-reading material: What Makes People Successful? https://youtu.be/RGbCR_pq4_A

How to stack the cards in your favor?



Obviously enough, we need to know what cards are good for you that you have!

This book suggests using the MILES framework to find out our own advantageous cards and use them efficiently.

Not only Hardwork

Hard work is the bottom line of **succeeding** in anything you do. Meaning that working hard alone is not enough. You will also need **luck**, and it comes only when you **work smart**.

Serenity Prayer



Accept things you **cannot change**, and challenge yourself to make a **change where possible**. But, most of all, **learn** enough to spot the difference between **changeable** and **unchangeable**.

Resourcefulness

The danger can never be 100% mitigated because, at some point, you need to journey to the place nobody has been to achieve your goal.

Give it a go, knowing that you will screw it up. But, then, trust yourself to find a way out during the way.

An entrepreneur is someone who will jump off a cliff and assemble an airplane on the way down.

Reid Hoffman

NOT YET

The key is to add the word “yet” at the end of everything you want to do but have no ability at the moment. This is called a **growth mindset**, the opposite of a **fixed mindset**.

I cannot do that YET. But I will, and here is my plan.

“

Admit reality, and then train your mind to go on and ask, “How will I do it despite all the challenges?”

MILES Framework

Being at the right time in the right place with the right occasion (TPO) considerably helps with the **luck factor**. **MILES framework** illustrates these unfair advantages. **Consider your position** and intentionally use each of these advantages.

Unfair Advantages: the MILES framework		
Unfair advantage	Elements	Examples
M Money	Minimise expenses, learn core skills, fundraise, side projects	Zoopla, Just East (SEO), White Hat (parents' support), WhatsApp (Brian Acton)
I Intelligence and insight	Book smarts, street smarts, people skills, creativity	Stripe (joy of studying), Deliveroo (delivery insights), Melanie Perkins (Canva), Steve Jobs (calligraphy)
L Location and luck	Clusters, online communities, timing, trends, serendipity	Silicon Valley (startups, VCs), Cambridge (Silicon Fen), Huda Kattan (LA, Dubai), Basecamp
E Education and expertise	Knowledge, networks, credentials, application, experimentation, mentors	Google (Stanford University), DeepMind (London)
S Status	Cultural, social. Outer (influence, power), Inner (self-esteem, confidence)	James Caan (Mayfair address), Sara Blakely (female founder status), Tristan Walker (minority status)

image credit: YourStory

To sum up

Knowing your unfair advantages comes from knowing yourself really well. Analyze with MILES framework to quickly see the way you can gain a winning edge. Then, start stacking those cards in your favor.



The Viking's Guide to Good Business by King's Mirror

Category: Personal Growth

(39 von 100)

Why: I want to learn from 13th-century Vikings business wisdom.

Goal: Learn to adapt one wisdom to a businessman's lifestyle.



Action: Own Shares Either in Good Ships or in None at All.

3 Key Concepts

1. Wisdom can always be adapted to present.
2. Doing business is a lifestyle.
3. Invest in people more than anything.

Summary

This book reminded me of one Japanese business book about how to live a salesman's life. It is not only a job; it is a lifestyle.



“ This book talks about
how to live a good
merchant's life.

Here are some Viking's wisdom

Keep you table well:

Prepare white cloth, clean food, and a good drink! Become known for your table.

Be cautious and honorable:

Inspect your goods be aware of flaws. Show the flaws if there are, and strike your bargain as you can. Then you will not be called a fraud.

Learning from books:

Whenever you are free to do so, study – above all books of law!

Familiarize yourself with the law:

So that you won't be a victim of injustice and you will lawfully answer all matters.

Adopt good customs:

No man will be safe unless he has a firm grasp and command of local customs. Perfect your knowledge; master all languages. But do not forget your own language either.

Attract the best men:

Own shares either in good ships or in none at all! Make your ship attractive, then good people will join, and it will be well manned. Invest in your business tools!

Where shall money be put?

One-third towards sharing with men who are in good towns, are loyal to you and know how to trade. The other two parts are between various places and trade voyages.





Sharing with men who are in good towns

When your money has grown to the full:

Stop sailing. Remember carefully all the people you have seen, whether good or bad. Remember all evil customs to avoid them – but adopt all good customs for your own benefit and that of everyone who wishes to learn them from you.

• • •

To sum up, all chapters boil down to study the way of life.

Uttermost, learn from books. Especially a book of the law.

The Wisdom of Teams by Jon R. Katzenbach and Douglas K. Smith

Category: Management

(70 von 100)

Why: We have a team of two and must perform at our best at all times.

Goal: learn how to build a good team of two.



Action: Focus on Team Basics.

3 Key Concepts

1. Build a team on clear **team basics**.
2. Enhance team with alignment **goals**.
3. The team performs at a high level when members care truly about **one another's growth**.

Summary

How to focus on team basics?



Learn about these basics below to be clear on what a team really means and when to form one.

This book discusses in-depth team performance 30 years ago and is still relevant now, if not more than ever.

If you are interested in building a workplace for talents, check out [The Gifted Boss: How to Find, Create and Keep Great Employees by Dale Dauten](#).

6 Team Basics define discipline of performing team

1. **Small** Number
2. Complementary **Skills**
3. Common **Purpose**
4. Specific Challenging **Goal**
5. Agreed Working **Approach**
6. Mutually **Accountable**

The sooner a team masters this discipline, the sooner its worries on time and effort go away.

“ No team performs without the complementary skills required for success. Teams must have a common purpose, common set of specific performance goals, and a commonly agreed upon working approach. Finally, teams must hold one another mutually accountable for their performance.

Jon and Douglas

New insights that enhances team performance

1. Clarifying the choices
2. Integrating different disciplines
3. Setting outcome-based goals
4. Recognizing time and capacity constraints
5. Virtual teaming
6. Ensuring process support

Learn about how to set a good goal that aligns with team’s vision: [Measure What Matters: How Google, Bono, and the Gates Foundation Rock the World with OKRs by John Doerr](#)

High-performance Team



After it masters the team basics and other enhancing attributes, it will perform at a high level when...

“ High performing team has members who are deeply committed to one another’s personal growth and success.

Jon and Douglas



Credit: <https://www.oreilly.com/>

To sum up, the book conveys that the wisdom of teams comes with a focus on collective work-products, personal growth, and performance results. However, to perform at its best, one must set an audacious goal and care for one another’s personal growth too.

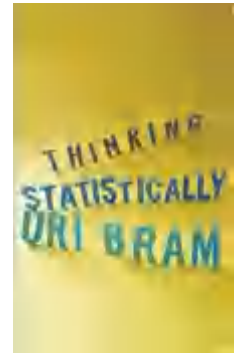
Thinking Statistically by Uri Bram

Category: Analysis

(2 von 100)

Why: I need to make an unbiased judgment.

Goal: avoid common stats mistakes in daily life.



Action: Use real random sample and consider proportion.

3 Key Concepts

1. Is this sample really random? Does it truly represent the whole data?
2. Is there a correlation between X variable and the error term in the model?
3. Bayes' Theorem : proportion vs probability to quantify belief

Summary

In daily conversation we tend to make extreme statements. This is also my biggest guilt during the debate. We throw extraordinary facts at each other to prove our point that something is justified. These arguments are in many cases merely an exception. But both speakers and audiences like to hear them. For example we like to talk about extremely successful figures in each field superstars geniuses etc.

Be aware! They are also an “extremely bad” sample.

Endogeneity: $X(a) = Y(b) + Z$; $a=kb$. X and Y are dependent. At first you do not see it. Without being aware of the **dependency** you might eliminate the factor that leads to a solution or misinterpret the

meaning of the model.

Bayes' Theorem: "Perhaps the most important formula in probability".

Check out this video from [3Blue1Brown](#)

The probability that shows how often an event (H) is true among cases where cases (E) are true.

This theorem helps one to understand both in terms of ratio and proportion of the occurrence.

For example, the probability that a quiet and book-loving person to be a librarian comparing to be a farmer. One might think that the description fits librarian better than a **farmer**. But when we consider how **few librarians** and how **many farmers** there are in a population, one would see that there is a **bigger chance that such a person is a farmer** rather than a librarian.

$$P(H|E) = \frac{P(H)P(E|H)}{P(E)}$$

How often is H True...

...among cases where E is True

Credit: 3BlueBrown YouTube Channel

Thinking Strategically: The Competitive Edge in Business, Politics, and Everyday Life by Avinash K. Dixit & Barry J. Nalebuff

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Category: Corporate Strategy

(77 von 100)

Why: I default to be nice, play it safe, and that is the least I can do.

Goal: learn how to play a game to win.



Action: Know The Game You Are Playing.

3 Key Concepts

1. Strategy is an action plan on interactive decisions.
2. Cooperate to win more than doing it alone.
3. Practice and make them your principles.

Summary



How to know what game you are really playing?

A zero-sum game like in sports, or conflict of interest game like in politics. You distinguish the type of game by knowing who your opponent is and the **goal** of the game.

This book introduces me to a game theory. This goes into a philosophy, moral, and principle of life.



Making Decisions

Life is a streak of decision-making. Whether you would come out on top or not depends highly on how good you are at making a call. Thinking strategically helps you directly with this.

Game theory: the study of a mathematical model of interaction among rational decision-makers.

By studying game theory, you will rationalize the deal and make the most out of it. The catch is, of course, that not all participants are rational, and a short-term outcome might not be as important as a long-term relationship.

“ Sometimes you have gotta let them win the small pot. So that you can win a grand prize.



More than go it alone

If you are teaming, meaning you are in a cooperative environment. Your **baseline** should not get more out of the deal than your partner. But to help him get what he wants, you are earning more than doing it without him.

This reminds me of the idea of a cash flow. It does not matter much what you have to pay when the return is greater.

Some morals

- For every action we take, there is a reaction. Do not expect things to stay unchanged, it won't.
 - Being stubborn is not easy, build a thick skin. Do not let them push you around.
 - Take advantage of being unpredictable. Do not let them read your move for granted.
-

To sum up

Strategy is used to make the best out of the situation. **To make the best situation.** It is a **principle** one has in life. Check out this great book on making a principle for your life and business: Principles by Ray Dalio.

Tribes: We Need You to Lead Us by Seth Godin

Category: Leadership

(17 von 100)

Why: I need to start a trading community with my friends.

Goal: turn a group of people into a tribe.



Action: Publish a manifesto that makes belief.

3 Key Concepts

1. **Manager maintains status quo leader exceeds it.**
2. **People don't fear failure they fear criticism.**
3. **Movement is about leading people to do what they knew was right.**

Summary

We need you to lead us.

Because we all want change. As we entered an era where the factory is not efficient enough to be satisfying. The market is hungry for innovation and something to look forward to.

*factory here is a workplace where things run to perfection to reduce cost and maximize profit. In short to maintain a status quo. In ^

Seth pointed out many key misunderstandings. The book was written in a way that is unconventional. There is no rigid structure with a conclusion. There was no table of content either! He changed it. Anyway, here are some of the misunderstandings.

First, “Management means leadership“
NO! Here are the differences.

Management
Maintain status quo
Work by rules and orders
Compromise

Leadership
Create change
Try new approach
Do not compromise

Second, “Change is only for authority to implement.”
NO! Change isn’t made by permission. Change is made by asking forgiveness, later.

Third, “It’s too early for a change.”
NO! Change almost never fails because it is too early, it fails because of “Not now, Not yet”.

Forth, “You need to be charismatic to be a leader.”
NO! Be charismatic doesn’t make you a leader. Being a leader though makes you charismatic.

People don’t fear failure, they fear criticism.

It is risky to be a leader, you must go through all sorts of discomforting experiences.

One has to propose an idea that might fail.

One has to accept that a new thing is not as good as an old thing at least at the beginning.

One has to stand up in front of strangers.

One has to challenge the status quo.

One has to resist the urge to settle.

If you are **to be a leader**, you must have an attitude that the above discomforts are necessary. When you identify the discomfort, you’ve found the place where a leader is needed.

The next step is to withstand the critics. You must endure long enough to see it through. Show them that you are going to get there one way or another … so they follow.

Movement is about leading people to do what they knew was right.

In order to do that, here is what we need to understand about one's beliefs.

People do not believe what you tell them.

They **rarely** believe what you show them.

They **often** believe what their friends tell them.

They **always** believe **what they tell themselves.**

As a leader, your job is to give them a **story** they can tell themselves. Stories about the future and about the change they wish to have.

Here are some guidelines mentioned in the book to start a micro-movement.

1. Motivate: transform shared interest into a passionate goal and desire for change.
2. Connect: build a platform for members to communicate.
3. Leverage: Use tools to grow and gain new members.

How exactly?

Motivate by publishing a manifesto that makes beliefs.

Connect by providing a forum for them to exchange and share.

Leverage by tracking progress publicly, and **create a way for everyone to contribute.**

There you go, now you are ready to lead your own tribe

“

Movement happens when people talk to one another, when ideas spread, when peer support leads people to do what they always knew was the right thing.

Seth Godin



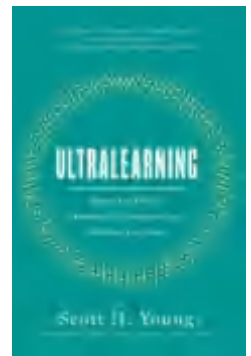
Ultralearning: Master Hard Skills Outsmart the Competition and Accelerate Your Career by Scott Young

Category: Personal Growth

(9 von 100)

Why: I need to get the most out of my language learning challenge.

Goal: optimize the learning process to master hard skills.



Action: Drilling and singing
“Heigh-ho its off to work we go!”

3 Key Concepts

1. Deconstruct the target skill into fundamental pieces.
2. Learning by doing is “KING”.
3. Overlearn is the key to superior retention.

Summary

Get prepared! Deconstructing your target skill into the following parts.

1. Concepts to understand



- 2. Facts to memorize
- 3. Procedures to practice

Only if it is obvious to find out... “what concepts and which facts are important, and ...the best way to practice?”

Here is where mentors come in handy. It can be anyone that has achieved your goal. In this phase, ask for advice, interview them. I find online communities useful for this. They share also their struggles, which I will encounter too.

Of course, you can always count on a few good books!

The next question is “How much time to spend on researching?” Let’s admit it. We all are guilty of turning preparation into procrastination. In comparison to the project duration, **do not devote more than 5~10% of your time**. It is more effective to go with what you have and execute as a trial. Then readjust your strategy along the way, as you are better informed.

No matter how many guidelines and tips you had collected, it will never be enough...

Jump in the cold water brrr... Execute the target skill. You will inevitably fail, but in return, you will trim all the fat. Like it or not, this discomfort is at the heart of learning efficiently. We all must go through it!

“

Shoot for the moon.
Even if you miss, you’ll land among the stars.

Norman Vincent Peale

Overkill it! Dominate it! The author suggested that by overlearning it, you will have longer memory retention. Besides, this approach gives you immense power to go at obstacles. We rise to meet our expectations of ourselves. Just like that, go all in.

“

Failing at an ordinary goal is embarrassing,
But failing greatly? That is rather exciting!

WM



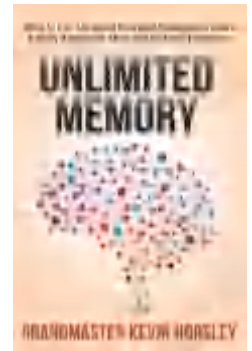
Unlimited Memory: How to Learn Faster Remember More by Kevin Horsley

Category: Creativity & Innovation

(33 von 100)

Why: I thought memory is not under my control.

Goal: adopt one memorizing technique to help me with business idea pitching.



Action: Bring Information to Life.

3 Key Concepts

1. You need to genuinely care to concentrate and then to remember.
2. Be unrealistic outrageous thoughts stick! Boring does not.
3. Connect how will this new information benefit my personal goal.

Summary

This book addresses one most single human ability that matters: to remember. No amount of **learned information** is useful if you forget it. You and I know how many theorems are left in our brains after a year of graduation.



Kevin teaches us how to approach memorizing systematically. Here are practices we all can do to master our minds. Spoiler alert: they are simple but ain't easy.

4Cs to remember names (and anything else).

- **Concentrate:** ask until you hear the name. Not sure? ask them to spell it out. **Be interested!**
- **Create images:** use “SEE it” method. (discussed below)
- **Connect:** with their face, location you met, comparison with known individuals like actors.
- **Continue:** actively review by asking yourself their names, create a name folder, networking.

• • •

Concentrate

Eliminate conflict and create peace by

1. **Control your inner voice:** catch yourself deviating from the topic.
2. **Stop multitasking:** “Try to catch 2 monkeys at once, you’ll lose both.”
3. **Know what you want:** with PIC Purpose, Interest, Curiosity.
4. **Eliminate worries:** change from asking only “What if…” to “What would I do if…” **Action-focused.**

Know what you want with PIC

- **Purpose:** be specific of “Why” you want to memorize it.
 - **Interest:** find “What” in this information that will benefit your personal goal.
 - **Curiosity:** ask “How” will this information help you achieve that goal.
-

Create Images

Make sure that you SEE it!

- **Sense it:** ways to your brain are sight, sound, smell, touch, taste.
 - **Exaggerate it:** draw outlandish image of it. Boring doesn’t stick!
 - **Energize it:** give mental images motion. Text → Image → Slideshow → Movie → (VR)?
-



Connect them

Organize your memory; the key is to connect them with existing memories.

In this book, there are many methods to memorize information like a car method, a room method, a body part method, pegs, etc. For example, below is a rhyming pegs method.

I will practice this one.

You too?

Good!

One = Bun
Two = Shoe
Three = Tree

Four = Door
Five = Hive
Six = Sticks

Seven = Heaven
Eight = Gate
Nine = Vine

To-do: guiding new information with the above objects, make it a vivid SEE its story.

Continue

Go on and practice it.


So let's say we get so good at memorizing with strategies and tactics above. Here is how to practice a memorable pitch for your audiences.

Deliver it on the F.L.O.O.R.

- First things
- Last things
- Outstanding images
- Own links
- Repeated information



Start first and end last sections with outstanding stories. Link them through out the pitch by repeating vivid ideas.

To sum up, Kevin urges you to change your belief that your memory is **limited**. It is not. It is about  collecting them in a systematic and lively way.

The bad news is you must be disciplined to practice them; that is difficult.
The good **news** is – our mind rewards and invites more information.

He said your mind is the only computer in the world with this characteristic:

“ The more you put into it,
the more it will hold.



Ridiculously memorable.

Weekend Start-up for Middle-ages by Koichi Fujii

Original title: 大人の週末起業

Category: Business Creation

(79 von 100)



Why: I want to know what are the advantages of working experience as an employee.

Goal: learn how to use working experiences in business.

Action: Exercise Your Unfair Advantages.

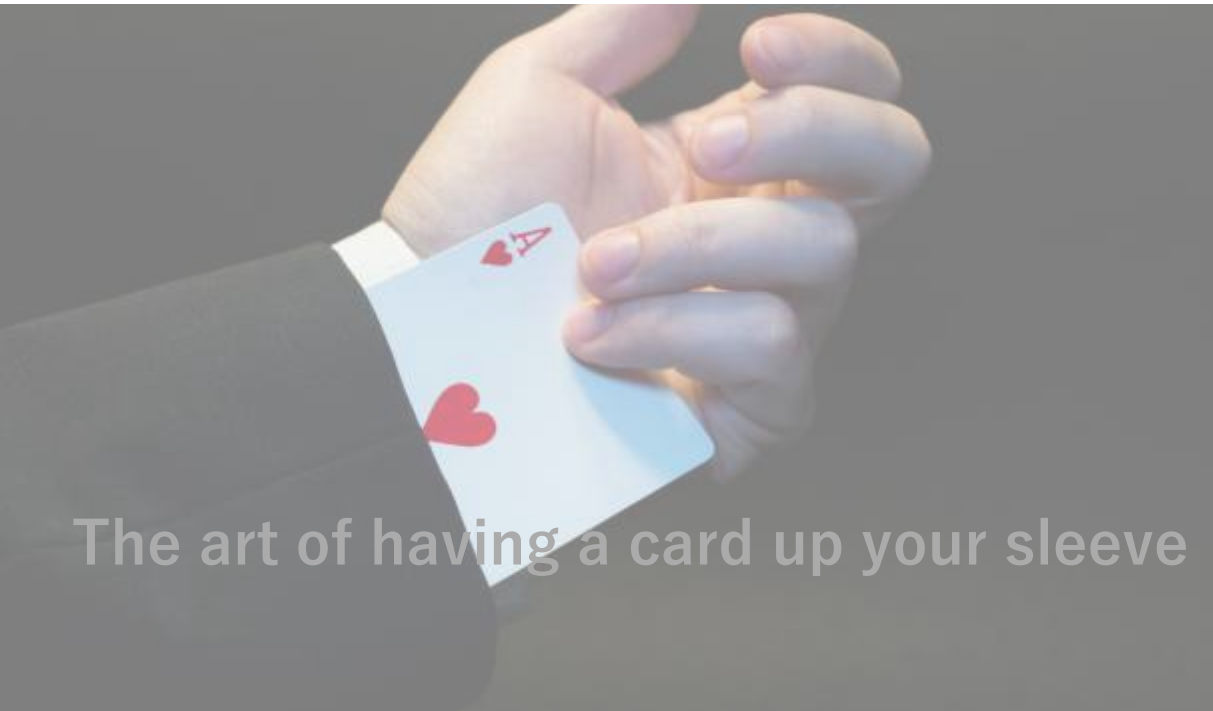
3 Key Concepts

1. Your biggest asset is your personal network.
2. You have a trustworthy presence in your profession and are trusted for it.
3. Take your profession to an expert level and build a business on it.

Summary

This book urges us to look at what we have at hand in this case a life-long career and use them to build a business at the weekend.

It shows that we must all start with who we are and do it now as we still have a weekday job.



How to exercise your unfair advantages?

Being at the right time in the right place with the right occasion (TPO) considerably helps with the **luck factor**. **MILES framework** illustrates these unfair advantages. **Consider your position** and intentionally overuse each of these advantages.

Unfair Advantages: the MILES framework

	Unfair advantage	Elements	Examples
M	Money	Minimise expenses, learn core skills, fundraise, side projects	Zoopla, Just East (SEO), White Hat (parents' support), WhatsApp (Brian Acton)
I	Intelligence and insight	Book smarts, street smarts, people skills, creativity	Stripe (joy of studying), Deliveroo (delivery insights), Melanie Perkins (Canva), Steve Jobs (calligraphy)
L	Location and luck	Clusters, online communities, timing, trends, serendipity	Silicon Valley (startups, VCs), Cambridge (Silicon Fen), Huda Kattan (LA, Dubai), Basecamp
E	Education and expertise	Knowledge, networks, credentials, application, experimentation, mentors	Google (Stanford University), DeepMind (London)
S	Status	Cultural, social. Outer (influence, power), Inner (self-esteem, confidence)	James Caan (Mayfair address), Sara Blakely (female founder status), Tristan Walker (minority status)

Network is an Asset

Business is a people business. Your customers are people; your business partners are also. So knowing the right people can be one of the determining factors, whether your business will fly or not.

Having worked for a long time, you will know at least who to turn to for a certain favor. And that is your advantage!

Your Manner is Your Brand

People perceive not only what you do but how you do it. Therefore, they will trust you more than any other new kids around the block.

Become an Expert

Cliché, but it is your silver bullet. There is no other to take advantage of your previous job experience by using it as a base and build upon it.

“ Expertise comes with
**Knowledge, Ability, and
Performance records.**

The key is to be good enough to be recognized as an expert in that particular field. How?

1. Specify the field that is compact enough to reach expert level in a year.
2. Take a course and get a certificate/ a degree. (most traditional way)
3. Launch a service for free and get feedback as a proof of expertise.

To me, the key is 1. Specify the field. We tend to aim for a vague title like the best mechanical engineer, a problem-solving expert, etc. To find your niche expertise, check out [The \\$100 Startup](#) by Chris Guillebeau.

To sum up

Doing business is a contest where you aim to attack with your strengths to win the prize. Since strength in business or in any game is relative. You must be aware of your unfair advantages comparing to your opponents. Then use them **wisely** and **regularly**.

What I Didn't Learn in Business School by Jay B. Barney & Trish Gorman Clifford

Category: Corporate Strategy

(30 von 100)

Why: I want to foresee the life of a consultant after an MBA.

Goal: see how MBA graduate helps company capitalizes its competitive advantages.



Action: Find your competitive advantages before strategizing.

3 Key Concepts

1. Strategies get rid of company's structural issues and increase competitive advantages.
2. Generic Strategies are lowering cost differentiating product features and segmenting market.
3. If business adds enough value transactions occur freely and willingly.

Summary

This book is a business novel. Are you confused? – I was. I thought; business books are all non-fiction. But as written in the preface “The novel at times becomes a textbook.” Barney let Justin –



the main character who is an MBA graduate – tell the lessons of how the strategy works in the real world.

Spoiler alert: the main storyline is that Justin struggled to apply his knowledge from business school to a real-world setup. Each chapter introduces aspects of corporate strategy, how it is taught in school and how it occurs in reality.

Below, I write summaries on strategy and competitive advantages; these are the main topics in the book. Note that I include information also from my additional researches.

Enjoy!



strategy and competition

What are strategies for?

Strategies improve the company's structure and/or increase competitive advantages. Although, it is commonly visualized as an element on the top level of any organization. It is not the first thing to be defined. You have to start with finding out your company's structural issues or competitive advantages.

Otherwise, you end up not knowing **what to get rid of or what to increase**.

So after you found out the issues and advantages of your company, you might decide to use the following strategies.

A. Strategic change gets rid of certain organizational issues. For example, Justin showed us that conflicts between functions and business units can inhibit innovation (3rd type).

1. **Restructuring:** shift power among managers and politics between investors.
2. **Reengineering:** improve business processes. More efficiency, less waste.
3. **Innovation:** improve existing products and services.



B. Generic Strategy increases competitive advantage: lowering cost, differentiating product features, and segmenting the market. More technical terms following this order:

1. **Cost Leadership**: think of Walmart. The book shows that having multiple suppliers make it difficult for any one supplier to realize economics of scale.
2. **Differentiation**: this refers to versioning in the book **The 1% Windfall by Rafi Mohammed**. Select great attribute of your product and offer it as a premium.
3. **Focus**: market segmentation; divide heterogenous market into homogeneous segments. Identify high yield segment and **focus** on winning that segment!

Hinweis: to achieve **market leadership**, you can do it with cost leadership, superior customer service, or innovation leadership.

“

If business adds enough value for customers,
transactions occur freely and willingly.

Value Chain Analysis

It is a way to visualize business activities. For example, seeing how the company can create a competitive advantage for itself.

Using the VRIO framework to uncover internal capabilities, which gives the company a long-term competitive advantage.

- **Value**: Do you offer a resource that adds value for customers?
- **Rarity**: Do you own something that's hard to find yet in demand?
- **Imitability**: Is it easy to copy your product and services?
- **Organization**: Is your company structured to capitalize on its capabilities?

Moreover, after you uncovered the company's capabilities, **you should protect them!** Study Intellectual Property (IP) Protection like trade secrecy, copyright, trademarks, patents, etc.

To sum up, I got carried over and did a bunch of researches. Hope this helps better your understanding of **Corporate Strategy**. *like it did for me

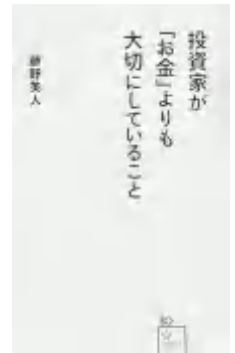


What Investors Value More Than “Money” by Hideto Fujino

Original title: 投資家がお金よりも大切にしていること

Category: Personal Finance

(67 von 100)



Why: I am born in a middle-class family and have a different money attitude.

Goal: learn how this hedgefund manager thinks of money.

Action: Invest with Sincere Effort and Energy.

3 Key Concepts

1. Good poor vs bad rich attitude stem from culture.
2. Spend money to value the people behind the products and services.
3. Not only money is an investment input and return.

Summary

How to invest with effort and energy?



Study what you like to study by regularly putting more time, effort, and money into it.

This book talks about where money comes from and its journey through our society. It covers the main ingredient, our humanity, showing that not only money is the return from our investment. Furthermore, we are investing not only in the shape of money.

Good Poor vs. Bad Rich: Who are the heroes?

America: citizens that are successful with their business.

Japan: Public officials like cops.

The attitude that money is dirty and corrupts people is distinct not only on TV heroes but also the way Japanese do business. The normal corporation is viewed as taking profit, and other NPOs or NGOs work for good money.



Actually, most successful businesspersons would say, “You don’t really have a choice; clean money is the only way to success.” While dirty money and greedy investors are widely portrayed, they aren’t successful.

This is the consequence of a “Good money attitude.”

“According to economics, everyone is already contributing by being alive and living in society. Because everything one consumes creates demand, and hence, supply from businesses.”

Attitude of using money

The value of any purchase depends on your thinking while you are making a decision.



Aim to spend to support creators/service providers. This is your first step in an investing journey.

You invest for value in everything you pay for.

I cannot help but think of one of my friends: Gan, he is into investing since University. And he has been investing a lot in friendship. In terms of money, he is always generous in treating people around him as best as he can.

“Company means friends. The place where humans show humans ability.”

Investment and returns in various forms

Energy Investment = Passion Action Time Number of times Wisdom Physical strength Money Luck

Investment Return = Product/Service Appreciation Growth Money

Therefore, reading this blog is also an investment. The time you went out listening to your friend's problem was also an investment. Of course, this means that money is also not the only return on investment.

I despise the attitude that “I need to clock every minute I spent in the office.” “I need to be compensated by the company.” and so on. I did a tremendous amount of free hours on my first year every morning. And I have been rewarded with trust ever since.

To sum up, the surest investment is in yourself: GROWTH.

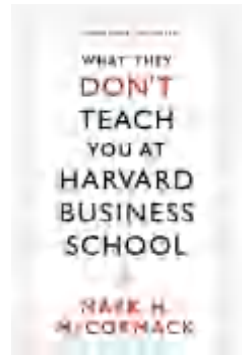
What They Don't Teach You at Harvard Business School by Mark H. McCormack

Category: Influence

(46 von 100)

Why: I want to learn crucial business know-how that will not be taught in business school.

Goal: Learn how to read people and how to influence their 'reading' of me.



Action: Judge People and Prepare to Be Judged.

3 Key Concepts

1. Judge people correctly get to know them.
2. You will be judged too so send out the right signal.
3. You can also be useful by friend to friend.

Summary

How to judge people?



It is taboo to say this. Because we are usually taught to “don’t judge people.” However, Mark taught us to judge people with every signal we get and judge them with steps, hahaha.

It makes sense to me. We, humans, judge others as a natural instinct. It is **what keeps us safe from harm**. So he put a spotlight on “How to judge correctly.”

This book addresses the common sense that we all ignored: to become **street smart**.

Street Smarts – a person, who never overwhelm anyone with his intellect, owns his own company, and is now a millionaire several times over.

What is the secret?

“I have this one product that I buy for two dollars and sell for five dollars. It is amazing how much money you can make on a three per cent markup.”

How to judge others: Read People Fundamentals

1. Listen aggressively: how he says it. Keep pausing to get them to say more.
2. Observe aggressively: interpret gesture, and the way they are dressed.
3. **Talk less: ask questions and then don’t begin to answer them yourself.**
4. Take a second look at first impression: was it really true?
5. Take time to use what you’ve learned: actively apply techniques.
6. **Be discreet: let people learn of your qualities and achievements from someone else.**
7. Be detached: if you don’t react, you will never over-react.

. . .



Don't worry, you Are being judged.

Send out the right signal: Creating Impression

The goal is to let people perceive you the way that you want to be perceived.

1. Dress to impress.
2. Speak to tear down barriers.
3. Write to show your professional traits.



“People don’t do what you want them to do. But if you can control their impression of you, you can make them want to do what you want them to do.”



I-mean-business
Impression



“If a woman is poorly dressed, you notice her dress, and if she’s impeccably dressed, you notice the woman.”

Coco Chanel

. . .

Best Business Favours

Be a middleman – putting two parties that would benefit from each other together. Both will remember you.

Other things that you can do are

1. Do something for his/her kids: get on personal level.
2. Let people off the hook: offer them trust.



3. Let them change their mind: find the best interest for overall relationship.

• • •

To sum up, this book shows how a business person goes about day-to-day life. And what kind of skills should one get good at to achieve long-term business success. And since these are more like an art, they won't be taught at any business school.

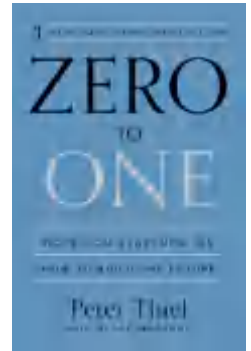
Zero to One: Notes on Startups or How to Build the Future by Peter Thiel

Category: Business Creation

(99 von 100)

Why: I would like to create a 1-n company firstly then 0-1.

Goal: Learn how to globalize and innovate.



Action: Copy Catch Up and Go Beyond.

3 Key Concepts

1. Be unique: run away from competition.
2. Must grow and also endure.
3. Doing it right from the beginning.

Summary

Pre-read material: Summary from the author [Watch on YouTube](#)



How to copy and catch up?

Learn from the best by comparing what they are doing and spot out what you are not doing.

Businesses do not have to be innovative to generate wealth. However, if you are aiming to make new things, capital is always appreciated. So copy their success and build on it.

When you are ready, then ask yourself questions from this book to re-invent the wheel and really go from 0 to 1.

This book points out that there is more to do, even when you are in the developed countries. So aim high and re-invent the market.

Opposite is More True

1. It is better risk boldness than triviality.
2. A bad plan is better than no plan.
3. Competitive markets destroy profits.
4. Sales matters just as much as product.

The key message is that innovation is the only way to survive in the long run. Either you copy them, or they copy you, the competition will get rid of all profits. So make your best effort to run away from the competition by the invention.

Grow and Endure

Most restaurants close within 2 years. Growing won't matter much without the ability to last. Think customer!



Will this business still be around a decade from now?

Numbers alone won't tell you the answer; instead you must think critically about the qualitative characteristics of your business.

Peter Thiel. "Zero to One."

Right from Start

Take good care of the business foundation. Peter urges that we get it right from the beginning as many things are hard to change later.



If the founders do not work in harmony, it cannot be fixed down the road.

So “it’s useful to distinguish between three concepts:

- Ownership: who legally owns a company’s equity?
- Possession: who actually runs the company on a day-to-day basis?
- Control: who formally governs the company’s affairs?

A typical startup allocates ownership among founders, employees, and investors. The managers and employees who operate the company enjoy possession. And a board of directors, usually comprising founders and investors, exercises control.”

Excerpt From: Peter Thiel. “Zero to One.” Apple Books.

To sum up

To move our society forward, copying is not a sustainable solution. The competition will eat up all profits, and your firm will be left behind.

Get good at inventing; it is the only way to survive in business.

