

# GLOBAL SUPPLY CHAIN REVIEW

Published by the Global Supply Chain Leaders Group  
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**LEADER PROFILE:**  
INTERVIEW WITH  
DR. JOHN LUND

**THE ROLE OF  
FINANCE:**  
STRATEGIC -  
PLANNING  
DECISION-MAKING  
PROCESS



Dr. John Lund  
SVP, Supply Chain Management  
Walt Disney Parks and Resorts

## Message from the President of GSCLG

The GSC Review Magazine continues 2010 by profiling the fifth executive in a series of Supply Chain icons. As President of the GSCLG, I am delighted to present an interview with Dr. John Lund, Senior Vice President, Supply Chain Management of Disney Destinations, LLC. Lund is responsible for optimizing the performance of supply chains across Disney's Parks and Resorts.

Lund has extensive international experience running one of the most difficult and complex supply chains that exist in our industry. He has a hand in bringing happiness to millions of people of all ages. Lund is a strategist, with a superb ability to execute, plan, and lead. Lund has been described as "able to formulate impressive business vision based on crystal clear reasoning."

Lund has an impressive educational background. He holds a Doctorate in policy analysis from the RAND Graduate School, a Masters in international affairs from Columbia University, and a Bachelors in international relations and economics from Saint Joseph's University.



We have aligned the most influential, accomplished, and renowned executives from some of the better known corporations worldwide. As I've said in the past year, we seek those individuals who have made the most significant contributions to the advancement of the supply chain industry at the same time helping their companies' bottom lines. In other words, these are the individuals that will inspire both veterans and new hires in supply chain. These are the type of professionals most people would like to be when they reach their professional goals.

We will do our best to continue searching globally for those leaders that deserve to be singled out. I ask you to send me the names of those you would like to be profiled so we can learn from their views and accomplishments. We have a great lineup of individuals coming up in the next few months.

We celebrate supply chain leaders with vision, passion, and care for their customers and employees. These leaders provide the value shareholders' deserve; they ensure that their customers keep moving forward while dealing with global challenges affecting the day-to-day operations.

If we recognize great performance and leadership potential, we will promote our capacity to lead both operationally as well as at the C-level. As senior-level supply chain leaders, the senior executives featured in our magazine should be recognized by their peers and by the industry. We hope to see them grow and become the future CEOs that we all deserve and admire.

We are honored to present Dr. John Lund, Senior Vice President, Supply Chain Management of Walt Disney Parks and Resorts and look forward to honoring many more like him in this magazine.

Sergio Retamal

Publisher, GSC Review

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# Interview with John Lund of Walt Disney Parks and Resorts

By Andrea Kostelas

As Senior Vice President, Supply Chain Management, John Lund is responsible for optimizing the performance of supply chains across Disney's Parks and Resorts. A family vacation business with over \$11 billion in sales, Disney's Parks and Resorts span three continents and include five world-class vacation destinations, a top rated cruise line and the most popular resort locations in North America, Europe and Asia. Lund oversees the supply chain functions for these operations, with particular focus on merchandise, food & beverage, and costuming.



Lund began his career with Disney in 1992 as Transportation Development Manager for Euro Disney in France. His responsibilities continually expanded and, by 1995, he was named Director of Telecommunications, Transportation, and Multimedia. He proposed and launched Euro Disney's first online services in 1995. From 1996 to 1998, while serving as Secretary to the Executive Committee, he led a large-scale effort to improve back-of-house productivity, reducing support costs by over 20%. From 1998 through 2000, he returned to operations as Director, Operational Labor Management, creating a centralized organization for labor force planning of Euro Disney's 8000 operational employees. He negotiated with the French government and the company's unions an innovative, on-the-job training program whose graduates are certified with diplomas granted by the French ministry. In January 2001, he was named Vice President and Chief of Staff, with responsibility for corporate organization and productivity; revenue management; and the external relations of the Chairman. Following the nomination of Euro Disney's chairman, Jay Rasulo, as President of Walt Disney Parks and Resorts in September 2002, Lund assumed interim leadership of marketing & sales and of strategic planning.

In September 2003, Lund moved to California to serve as Vice President, Process Improvement and Sustainability at Walt Disney Imagineering. He was responsible for promoting productivity within WDI and improved maintenance for Disney Parks and Resorts. He also served as business manager for Disney Creative Entertainment, creators of live entertainment for Disney's parks and cruise ships. In September 2004, he was promoted to Senior Vice President, Strategic Asset Management, providing global oversight and strategic direction for all aspects of Walt Disney Parks and Resorts' physical assets, including sustainment and safety strategy and processes.

Prior to joining Disney, Dr. Lund worked 8 years at the RAND Corporation in Santa Monica, California, an internationally renowned non-profit research center for public policy. He advised the US government on national security strategy, political-economic affairs, military force structure planning, and logistics. While at RAND, he authored or co-authored numerous books and reports.

A native of Philadelphia, Lund holds a Doctorate in policy analysis from the RAND Graduate School, a Masters in international affairs from Columbia University, and a Bachelors in international relations and economics from Saint Joseph's University. He is an American citizen, married to a French national. They have two children.

Lund serves on the Advisory Board of the College of Arts and Sciences of Saint Joseph's University, and has served on the Board of Directors of the International Association of Amusement Parks and Attractions, and is past Chair of its Audit Committee.

## How would you define supply chain at Disney?

We define supply chains as "the flow of material, information, and currency between our suppliers and our guests." Within Disney Parks and Resorts, we have multiple supply chains supporting different elements of our business, from fireworks for our nighttime spectaculars, to costumes for our cast members. However our largest and most complex supply chains, and where I devote most of my energy, are the retail and the food and beverage businesses.

## How important is supply chain management to Disney Parks and Resorts' overall business strategy?

When Walt Disney created Disneyland, his vision was to offer a place families could experience and enjoy together, immersed in an atmosphere rich in detail and storytelling, the place "Where Dreams Come True." Everything that we do must contribute to that vision, in a way that is transparent to the guest. For our guests, the supply chain should be invisible, almost magical. When our parks open each morning, everything that you would need or want will already be there. The attractions are ready to welcome the guests, the shelves in the shops are full of attractive products, and the restaurants are ready to serve great meals.

## What primary areas of focus is Disney Parks and Resorts looking at for Supply Chain Management?

We differ in critical ways from a traditional retail or a restaurant chain that manages hundreds or even thousands of stores or restaurants scattered around their markets, each store very similar to the next. We have a concentration of hundreds of shops and restaurants operating in very close proximity at just a handful of large resorts, in Orlando, Anaheim, Tokyo, Paris and Hong Kong. Whereas other companies achieve much of their efficiencies through the standardization of assortments and of the store or restaurant layouts, we need to differentiate our shops and restaurants to fit with the theme of the environment where they are located. A shop located on Main Street should have a look and feel that is very different from one in Frontierland, and the assortment needs to fit the theme of each location. A similar challenge faces our restaurants which must stay true to the theme of their location.

Therefore, our primary focus is to balance the need for a rich diversity of offering, so critical to that uniquely Disney experience, with the need to operate as efficiently as possible. Specific initiatives include:

- Optimal item assortments
- Optimal sourcing
- Optimal product flow
- Optimal packaging
- Improved risk assessment tools

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**Client: Large West Coast contemporary clothing retailer**  
Concern: The client company was concerned that its global transportation expenditures were escalating and they could not pinpoint cost savings opportunities. The company also desired to establish a best-practices import compliance program to eliminate non-compliant entries and subsequent risk of fines and penalties.

**Results:** Global4PL conducted a post-audit of recent freight invoices and shipments, and discovered transportation cost savings totaling over 27% net cost savings. Global4PL reviewed the company's import compliance program and documented required changes to achieve best practices status, and identify classification changes to comply with US CBP regulations.

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- a. Review existing operations
- b. Set up compliance programs
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- e. File trade agreements - qualifications / reviews
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We conduct a complete review of your supply chain management that spans all movement and storage of raw materials, work-in-process inventory and finished goods from point of origin to point of consumption. We provide a complete assessment of your inbound & outbound distribution, warehousing and reverse logistics functions, both domestically and internationally. We identify inefficiencies and opportunities for cost savings.

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Concern: The client company modified its supply chain footprint as the market and strategies shifted over time.

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Infrexa Corporation

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We have a very talented group of specialists who have developed specific decision-making models and tools to assist our teams in making the best choices in each of these areas.

We need to achieve these high levels of performance while fully respecting Disney's commitment to having a socially responsible supply chain. It no longer suffices to have "the right product, at the right place, at the right time, at the right price, and in the right condition". We must ensure that we do all that in "the right way."

### How does Disney address the issue of proper working conditions in factories?

Our goal is to have a supply chain that mirrors Disney's own desire to operate as a responsible business. Disney launched its International Labor Standards program in 1996. Disney is committed to the promotion and maintenance of responsible international labor practices in its licensing and direct sourcing operations throughout the world. Toward this end, we have implemented a wide-ranging International Labor Standards (ILS) program that includes policies, practices and protocols designed to support common, safe and fair labor standards for workers engaged in the manufacture of merchandise bearing the Disney name and characters.

### How is Disney addressing the market's increasing focus on safe products and testing products at the manufacturing site?

The safety of products bearing Disney characters and other intellectual property is of crucial concern to us. Contractually, Disney requires that licensees and manufactures comply with all applicable legal and regulatory safety requirements and that they have procedures in place to verify such compliance. Our Product Integrity professionals monitor and confirm that manufacturers and licensees are conducting safety tests by independent, certified third-party testing laboratories or equivalent procedures. They also seek to verify that product manufacturers are complying with, and keep abreast of current and changing product safety standards.

### How is Disney addressing the market's increasing focus on 'green' supply chains and reducing a company's carbon footprint?

At Disney, we seek to establish and sustain a positive environmental legacy for Disney and for future generations. The company is committed to minimizing its overall impact on the environment while encouraging and activating environmentally responsible behavior on the part of cast members and employees, guests and business associates throughout the world. Specifically, Disney aims to conserve water, energy and ecosystems; to reduce greenhouse gas

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emissions; to minimize waste; and to inspire public consciousness in support of environmental sustainability. The company seeks to identify, measure and understand the direct and indirect impact of its operations and develop innovative and realistic solutions for mitigating those impacts. It also complies with, and in some cases exceeds, environmental laws and regulations. Finally, the company is committed to communicating regularly its progress in implementing the policies and achieving the targets that it has established.

## **What do you think is the key Supply Chain Management priority for the coming 2-3 years is for Disney Parks and Resorts?**

The key areas of focus are:

- Implementing process and tools to achieve optimal total delivered costs
- Attracting and retaining top talent throughout the supply chain organization
- Ensuring that we operate compliant, socially responsible supply chains

## **What do you think is the key Supply Chain Management priority for the coming 5-10 years?**

The key priority for the future is the same as it is today: creating truly global, seamless, socially responsible supply chains that actively drive the growth of the company. As companies grow and push into new markets, supply chain professionals offer a special and often unique perspective. Our teams see the new trends in manufacturing and in consumer tastes. We can often see changing consumer behaviors as they begin to affect the supply chain. The challenge for us will be to leverage that knowledge and understanding to help shape corporate strategy and growth.

A key means of driving growth will be for supply chains to enable new customer experiences and services. Today's consumers expect increasing levels of immersive, personal, customized and interactive experiences in every facet of their lives, including their entertainment choices. For Disney, the quickening pace of daily living, advances in personal technology and the rapidly changing media landscape are combining to reshape our guests' expectations of a Disney experience. Supply chain management will need to play an active role in meeting guest expectations in this arena.

## **What are the biggest INTERNAL challenges to achieve supply chain excellence?**

The single biggest challenge I see is effective communication. A world-class supply chain operation requires a high degree of collaboration between many different functions and organizations. We are fortunate in that we have smart, strongly motivated, and hard working teams, people who are eager to do the right thing.

## **What are the biggest EXTERNAL challenges in achieving supply chain excellence?**

Just as effective communication is a significant challenge internally, timely and accurate information should be a priority externally as well. As supply chains become ever more extended, actionable information is critical to effectively managing costs and risks.

A closely related challenge is the lack of common standards and metrics. I think we are all interested in benchmarking with each other, but we are frequently hampered by significant differences in definitions and processes despite years of efforts by various organizations. Although common standards and metrics may exist within certain industries or parts of the supply chain, I have found it very difficult to uncover such commonality across the variety of supply chains that we operate.

Finally, the supply chain profession needs a pipeline of strong leaders with skills to succeed in today's business environment. Technical expertise is not enough. We need leaders with a global mindset and global experience, leaders that excel at cross functional relationships, and leaders that know how to make change happen in an organization.

## **What are the main skills and personal attributes that have helped you reach your current position?**

I have been fortunate at Disney to have had a wide range of experiences in both operational and staff positions, working with front line cast members and with senior executives. Prior to Disney, I worked on numerous cross functional research teams at the RAND Corporation. These experiences provided me with both the expertise and, perhaps more importantly, the mindset to succeed in the cross functional relationships so critical to supply chain management.

Beyond that, I would say that I have always been extremely curious to learn new things and master new skills. I have regularly sought new professional experiences and responsibilities, and Disney has been a great place for providing those possibilities. I have a deep respect for the professionalism and commitment of my peers across the company. Finally, I always strive to maintain the highest levels of integrity.

## **During this economy, how do you keep your entire organization motivated?**

People who work for Disney, our cast members, have a passion for what we do. Many of my fellow cast members have been with Disney for many years. They provide the signature Disney quality service to guests around the world every day. We have an obligation to make their experience the best it can possibly be. Our mission doesn't change: to provide great guest service every day to every guest. My role as a leader is to keep that mission top of mind for everyone on the team, and the team will do likewise with me.

I also keep the organization motivated by reminding them about what a great job they are doing. I frequently get compliments from other parts of the organization on the cutting-edge work the supply chain team is doing, and I always share that feedback with the team.

## **What have you learned as Senior Vice President, Supply Chain Management that has surprised you or changed the way you do business?**

I am always amazed at the incredible complexity of supply chain operations and the sophistication of the tools that our teams have developed to manage the business. Each time I have moved into a new area of the company--be it attractions operations, maintenance and engineering, marketing, Imagineering -- I have been amazed by that same thing. I have been impressed by the great care that the team takes in carefully managing every element of the process so that the guest experience is as perfect as it can be.

## **What are the top three factors you use to measure effectiveness of a supply chain program / model?**

I would group the top three factors under business growth, customer satisfaction, and compliance.

We measure a wide variety of cost and revenue metrics but gross margin return on investment (GMROI) has proven to be the best all encompassing metric.

Customer satisfaction metrics will depend on the supply chain, the objective is to get as close to the final guest experience as possible.

For compliance, we track a variety of metrics, including: safety metrics (employee safety; product safety; food, etc), and international labor standards metrics, among others.



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# The Role of Finance in the Strategic-Planning and Decision-Making Process

Financial Goals and Metrics Help Firms Implement Strategy and Track Success

By Pedro M. Kono, DBA, and Barry Barnes, PhD.

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<http://gbr.pepperdine.edu/101/finance.html>

The fundamental success of a strategy depends on three critical factors: a firm's alignment with the external environment, a realistic internal view of its core competencies and sustainable competitive advantages, and careful implementation and monitoring. This article discusses the role of finance in strategic planning, decision making, formulation, implementation, and monitoring.

Any person, corporation, or nation should know who or where they are, where they want to be, and how to get there. The strategic-planning process utilizes analytical models that provide a realistic picture of the individual, corporation, or nation at its "consciously incompetent" level, creating the necessary motivation for the development of a strategic plan. The process requires five distinct steps outlined below and the selected strategy must be sufficiently robust to enable the firm to perform activities differently from its rivals or to perform similar activities in a more efficient manner.

A good strategic plan includes metrics that translate the vision and mission into specific end points. This is critical because strategic planning is ultimately about resource allocation and would not be relevant if resources were unlimited. This article aims to explain how finance, financial goals, and financial performance can play a more integral role in the strategic planning and decision-making process, particularly in the implementation and monitoring stage.

## The Strategic-Planning and Decision-Making Process

### 1. Vision Statement

The creation of a broad statement about the company's values, purpose, and future direction is the first step in the strategic-planning process. The vision statement must express the company's core ideologies-what it stands for and why it exists-and its vision for the future, that is, what it aspires to be, achieve, or create.

### 2. Mission Statement

An effective mission statement conveys eight key components about the firm: target customers and markets; main products and services; geographic domain; core technologies; commitment to survival, growth, and profitability; philosophy; self-concept; and desired public image. The finance component is represented by the company's commitment to survival, growth, and profitability. The company's long-term financial goals represent its commitment to a strategy that is innovative, updated, unique, value-driven, and superior to those of competitors.

### 3. Analysis

This third step is an analysis of the firm's business trends, external opportunities, internal resources, and core competencies. For external analysis, firms often utilize Porter's five forces model of industry competition, which identifies the company's level of rivalry with existing competitors, the threat of substitute products, the potential for new entrants, the bargaining power of suppliers, and the bargaining power of customers.

For internal analysis, companies can apply the industry evolution model, which identifies takeoff (technology, product quality, and product performance features), rapid growth (driving costs down and pursuing product innovation), early maturity and slowing growth (cost reduction, value services, and aggressive tactics to maintain or gain market share), market saturation (elimination of marginal products and continuous improvement of value-chain activities), and stagnation or decline (redirection to fastest-growing market segments and efforts to be a low-cost industry leader).



# The Role of Finance in the Strategic-Planning and Decision-Making Process

Financial Goals and Metrics Help Firms Implement Strategy and Track Success

Continued

Another method, value-chain analysis clarifies a firm's value-creation process based on its primary and secondary activities. This becomes a more insightful analytical tool when used in conjunction with activity-based costing and benchmarking tools that help the firm determine its major costs, resource strengths, and competencies, as well as identify areas where productivity can be improved and where re-engineering may produce a greater economic impact.

SWOT (strengths, weaknesses, opportunities, and threats) is a classic model of internal and external analysis providing management information to set priorities and fully utilize the firm's competencies and capabilities to exploit external opportunities, determine the critical weaknesses that need to be corrected, and counter existing threats.

## 4. Strategy Formulation

To formulate a long-term strategy, Porter's generic strategies model is useful as it helps the firm aim for one of the following competitive advantages: a) low-cost leadership (product is a commodity, buyers are price-sensitive, and there are few opportunities for differentiation); b) differentiation (buyers' needs and preferences are diverse and there are opportunities for product differentiation); c) best-cost provider (buyers expect superior value at a lower price); d) focused low-cost (market niches with specific tastes and needs); or e) focused differentiation (market niches with unique preferences and needs).

## 5. Strategy Implementation and Management

In the last ten years, the balanced scorecard (BSC) has become one of the most effective management instruments for implementing and monitoring strategy execution as it helps to align strategy with expected performance and it stresses the importance of establishing financial goals for employees, functional areas, and business units. The BSC ensures that the strategy is translated into objectives, operational actions, and financial goals and focuses on four key dimensions: financial factors, employee learning and growth, customer satisfaction, and internal business processes.

## The Role of Finance

Financial metrics have long been the standard for assessing a firm's performance. The BSC supports the role of finance in establishing and monitoring specific and measurable financial strategic goals on a coordinated, integrated basis, thus enabling the firm to operate efficiently and effectively. Financial goals and metrics are established based on benchmarking the "best-in-industry" and include:

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Supply chain flow diagram showing: Supplier, OEMs, Vendors, 3PLs, 4PLs, Carriers, Forwarders, Customs Brokers.

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**Client: Large West Coast contemporary clothing retailer**  
Concern: The client company was concerned that its global transportation expenditures were escalating and they could not pinpoint cost savings opportunities. The company also desired to establish a best-practices import compliance program to eliminate non-compliant entries and subsequent risk of fines and penalties.

**Results:** Global4PL conducted a post-audit of recent freight invoices and shipments, and discovered transportation cost savings totaling over 27% net cost savings. Global4PL reviewed the company's import compliance program and documented required changes to achieve best practices status, and identify classification changes to comply with US CBP regulations.

**CBP 951 and SOX Compliance:** We offer a comprehensive set of services to ensure compliance with import / export regulations and to improve the efficiency of your compliance process. We develop and document a comprehensive import / export program across to pass muster with CBP and / or SOX in the event of an audit or error. We will never not expect to avoid costly fines. We will identify any duty savings opportunities.

**Client: Large telecommunications manufacturer**  
Concern: The client company modified its supply chain footprint as the market and strategies shifted over time.

**Results:** Global4PL executed the project to rationalize the company's logistics strategy and to optimize the related supply chain strategy. Global4PL's assessments (including geopolitical and process risks) and solutions improved the company's intra-Asia shipping efficiency. Global4PL set up customized import / export compliance programs, having met with officials at contact manufacturers and conducted packaging redesigns which resulted in 53% overall cost savings without compromising engineering requirements. Global4PL revamped transportation provider relationships, resulting in 22% reduction in transportation costs. Global4PL developed and implemented an operational strategy to minimize EU VAT charges (including reverse logistics considerations). Last, but not least, Global4PL provided a supply chain visibility tool (PO Horizon™) that tracks product movement at the part number level.

**Client: Mid-size computer company**  
Concern: The client company had a small logistics staff with limited import/export compliance expertise and a potential risk of non-compliance in import/export operations.

**Results:** Global4PL compiled a best-practices import/export compliance program that detailed compliance procedures, documentation formats and record retention methods and requirements. Global4PL reviewed all product HTS commodity codes and uncovered a classification error. Then, to verify the past records, Global4PL presented the documentation of the error, calculated duties owed to US CBP and prepared the post-entry filing for submission to US CBP. The contribution was accepted by US CBP with no assessment of penalties and no further action.

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### 1. Free Cash Flow

This is a measure of the firm's financial soundness and shows how efficiently its financial resources are being utilized to generate additional cash for future investments. It represents the net cash available after deducting the investments and working capital increases from the firm's operating cash flow. Companies should utilize this metric when they anticipate substantial capital expenditures in the near future or follow-through for implemented projects.

### 2. Economic Value-Added

This is the bottom-line contribution on a risk-adjusted basis and helps management to make effective, timely decisions to expand businesses that increase the firm's economic value and to implement corrective actions in those that are destroying its value. It is determined by deducting the operating capital cost from the net income. Companies set economic value-added goals to effectively assess their businesses' value contributions and improve the resource allocation process.

### 3. Asset Management

This calls for the efficient management of current assets (cash, receivables, inventory) and current liabilities (payables, accruals) turnovers and the enhanced management of its working capital and cash conversion cycle. Companies must utilize this practice when their operating performance falls behind industry benchmarks or benchmarked companies.

### 4. Financing Decisions and Capital Structure

Here, financing is limited to the optimal capital structure (debt ratio or leverage), which is the level that minimizes the firm's cost of capital. This optimal capital structure determines the firm's reserve borrowing capacity (short- and long-term) and the risk of potential financial distress. Companies establish this structure when their cost of capital rises above that of direct competitors and there is a lack of new investments.

### 5. Profitability Ratios

This is a measure of the operational efficiency of a firm. Profitability ratios also indicate inefficient areas that require corrective actions by management; they measure profit relationships with sales, total assets, and net worth. Companies must set profitability ratio goals when they need to operate more effectively and pursue improvements in their value-chain activities.

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### 6. Growth Indices

Growth indices evaluate sales and market share growth and determine the acceptable trade-off of growth with respect to reductions in cash flows, profit margins, and returns on investment. Growth usually drains cash and reserve borrowing funds, and sometimes, aggressive asset management is required to ensure sufficient cash and limited borrowing. Companies must set growth index goals when growth rates have lagged behind the industry norms or when they have high operating leverage.

### 7. Risk Assessment and Management

A firm must address its key uncertainties by identifying, measuring, and controlling its existing risks in corporate governance and regulatory compliance, the likelihood of their occurrence, and their economic impact. Then, a process must be implemented to mitigate the causes and effects of those risks. Companies must make these assessments when they anticipate greater uncertainty in their business or when there is a need to enhance their risk culture.

### 8. Tax Optimization

Many functional areas and business units need to manage the level of tax liability undertaken in conducting business and to understand that mitigating risk also reduces expected taxes. Moreover, new initiatives, acquisitions, and product development projects must be weighed against their tax implications and net after-tax contribution to the firm's value. In general, performance must, whenever possible, be measured on an after-tax basis. Global companies must adopt this measure when operating in different tax environments, where they are able to take advantage of inconsistencies in tax regulations.

### Conclusion

The introduction of the balanced scorecard emphasized financial performance as one of the key indicators of a firm's success and helped to link strategic goals to performance and provide timely, useful information to facilitate strategic and operational control decisions. This has led to the role of finance in the strategic planning process becoming more relevant than ever.

Empirical studies have shown that a vast majority of corporate strategies fail during execution. The above financial metrics help firms implement and monitor their strategies with specific, industry-related, and measurable financial goals, strengthening the organization's capabilities with hard-to-imitate and non-substitutable competencies. They create sustainable competitive advantages that maximize a firm's value, the main objective of all stakeholders.

### About the Authors:

**Pedro M. Kono, DBA**, is a professor of finance at Graziadio School of Business and Management at Pepperdine University and Fox School of Business at Temple University. He is also the president of Key Financing Solutions, a company engaged in structuring vendor programs and international financing.

Dr. Kono worked for many years for Citigroup in the U.S., U.K., Japan, and Brazil, and gained significant international and diversified management experience at commercial banking, leasing, and finance companies. He obtained his doctoral degree from Wayne Huizenga School of Business and Entrepreneurship at Nova Southeastern University and has conducted research in the fields of corporate finance, specifically in the investment area, and corporate strategy. He is currently researching the market efficiency hypothesis and the performance of Exchange-Traded Funds (ETFs) in the U.S., Japan, and Brazil.

**F. Barry Barnes, PhD**, is the Chair of Leadership at Nova Southeastern University in Fort Lauderdale, Florida, where he teaches graduate-level courses in leadership, strategic decision making, and organizational behavior. In 2009, he received an Outstanding Research Award at the Global Conference on Business and Finance; he received a Best Paper Award at the International Global Academy of Business, and he was selected as Faculty Member of the Year in 2000. Dr. Barnes has published in the International Journal of Organizational Analysis, The International Journal of Business Research, Review of Business Research, the Journal of Applied Management and Entrepreneurship, and other journals. His recent research and writing focus on the relationship between leadership, organizational change, and strategy, as well as the innovative and improvisational business practices of the legendary rock band the Grateful Dead.

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**Publisher** GSCLG Publishing  
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**Guest Contributors** Barry Barnes, PhD  
Pedro M. Kono, DBA

**Advertising Director**

**Photo Editor** Sean Moore - GSC Review Photographer

**How to reach us:**

2953 Bunker Hill Lane  
Suite 400  
Santa Clara, CA 95054  
800.354.8579

**Web Site:**

[www.gsclg.com](http://www.gsclg.com)

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