NO-NONSENSE BUSINESS · FREE CHECKLIST

14 warning signs your business is repeating a giant's mistake

Taken from eight real cases: Blockbuster, Kodak, Toys R Us, Borders, Nokia, BlackBerry, Gurgel and Yugo. Tick every statement that is true today.

- [ ] More than half of my income comes from one client, one product or one platform.
- [ ] A fee or charge my customers complain about makes up a big part of my income.
- [ ] I would struggle to pay my loans or fixed costs in my worst month, not my average one.
- [ ] A rule, a subsidy, a discount or a platform feature gives me my edge, and someone else can switch it off.
- [ ] I spend money today based on money someone has promised but not yet paid.
- [ ] I do not own my customer list. A platform or a partner holds the contact.
- [ ] I outsourced something that touches customers 'for now' and have not reviewed it in over a year.
- [ ] Nobody has told me anything unwelcome about my business in the last three months.
- [ ] A newer competitor does at least one thing clearly better than me, and I have no plan for it.
- [ ] My profit looks fine, but my number of repeat customers has fallen for two quarters in a row.
- [ ] I compete mainly on being the cheapest.
- [ ] Complaints or refunds are rising and I have not found the cause.
- [ ] If my main supplier vanished for three months, I would have nothing to sell.
- [ ] I defend a part of my business mainly because it is what I have always done.

YOUR SCORE

0 to 2: good shape, check every quarter. **3 to 6:** fix the two that scare you most in 30 days. **7 or more:** several risks at once. Start with debt and cash, then customers.

Educational content, not legal or financial advice. Full guide: "What the Giants Got Wrong", with eight checked case studies, actions for each and a one-hour audit.