

**Dunkelberg: Government needs to let private sector lead recovery***The Philadelphia Inquirer*

Government can be helpful, but for the economy to recover, it must step back and let the private sector take the lead, writes NFIB Chief Economist Bill Dunkelberg. By putting too many restrictions and regulations on businesses, the government is hampering the private sector's ability to create jobs and wealth. "History has shown the private sector can solve economic malaise, when it is less encumbered."

**Slump Brings Shrinking Profits for Small Biz***Full story*

The continued slump in the U.S. economy has been particularly damaging for small businesses—with one fifth reporting shrinking profits of more than 25 percent, which is leading 79 percent of them to put a halt to hiring, finds the latest Office Depot Small Business Index.

**When it comes to holiday sales, positive feelings trump profuse festivities***BusinessNewsDaily.com (8/22)*

It will take more than decorations, music and cheer to attract customers this holiday season, Ned Smith writes. Instead, new research from Motista shows customers who have an emotional

connection to a business are four times more likely to shop there first.

"The long-term takeaway for retailers is the importance of establishing more relevant connections with their customers. What's really motivating them beyond expected themes?" said Motista's Alan Zorfias.

**How a true leader spends his time***SmartBrief/SmartBlog on Leadership*

Great leadership doesn't come from learning techniques in a class or by mimicking someone else's style, but rather from developing clear values and goals to direct the organization, says Rajeev Peshawaria, CEO of the ICLIF Leadership & Governance Centre and author of "Too Many Bosses, Too Few Leaders." "To become a leader, one must feel deeply about the inadequacies of current reality and decide to do something about it -- and these things come from within," he says.

**Choose a C corporation if you want to get money from investors***Mashable*

Startups considering looking for venture capital or angel funding should establish themselves as a C corporation, Nellie Akalp writes. You can create a C corporation as you launch, or first become an LLC and then transfer to C corporation status, Akalp writes.

**FOLLOW US!****Spot your next strategic breakthrough***Strategy+Business magazine*

The way to find strategic opportunities is keeping an open mind and embracing things that challenge the status quo, writes Donald Sull. That lets leaders identify mispriced resources, unserved consumer needs and other ways to seize a strategic advantage. "Managers can increase their skill at spotting hidden opportunities by learning to pay attention to the subtle clues all around them," Sull writes.

**Adding value is cooler than cool***eConsultancy.com*

It's not enough for social media campaigns to be "cool" or grab people's attention—they have to enhance users' online experiences, First Direct marketing chief Paul Say argues. In return, brands can use social comments to inform new products, create content and enhance customer service.

"If you want a social media campaign to have any kind of longevity, it needs to add value to the experiences of the people it engages," Say writes. ■

The "Marketplace" is a publication of Geneva Analytics, Ltd. and was founded in 2009 to provide economic, organizational and business development planning strategies to both public and private sectors.

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