

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.

Survey: 92% of employers use variable pay plans*Employee Benefit News*

An Aon Hewitt survey of nearly 1,500 large U.S. companies indicated that the percentage of companies using performance-based compensation programs has reached a high of 92%. The survey indicated that base salaries are projected to increase by an average of 2.9% in 2012, compared with 4% salary increase averages commonly seen in the 1990s. "The growing use of variable pay, along with lower salary increases, represents the new normal in compensation practices for employers nationwide," Aon Hewitt's Ken Abosch said.

Obama includes public-works construction in \$447 billion proposal*The Wall Street Journal (tiered subscription model)*

President Barack Obama has urged Congress to pass a \$447 billion economic proposal that would fund road and rail infrastructure and school-renovation projects, and also would cut the payroll tax, as

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a way to spur small-business hiring. The proposal would allocate \$10 billion toward an infrastructure "bank" and \$50 billion for construction of roads and highways.

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, unmet 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.

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. ■

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.

From where I sit...

To a great extent, local economies have essentially three options: 1. Do nothing, and watch store fronts' and business parks' vacancies grow; 2. Retreat, withdraw from competition; or 3. Get competitive and go to the marketplace. Geneva Analytics offers services that identify industry groups trending toward expanding, companies looking for new locations, then we match them with our client communities.

Get competitive and find out how this program could work for your community.

Fred D. Burkhardt

Geneva Analytics, Ltd. is now located in the Dayton, Ohio area. Call or e-mail us for an appointment:

office 937-429-9476
mobile 937-597-3156

or email: fdburkhardt@genevaanalytics.com