

# INVESTOR'S BUSINESS DAILY

# IBD

## MONDAY SPECIAL

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MONDAY, OCTOBER 9, 2006 \$2.00

<b>S&amp;P 500 INDEX</b> 1349.58 -3.64 (-0.3%) Rate fears hit stocks; mining issues climb	<b>DOW JONES IND.</b> 11,850.21 -16.48 (-0.1%) GM takes a big hit; upgrade lifts DuPont	<b>NYSE VOL. (MIL)</b> 1,584 -155 (-8.9%) Finance issues lead; Board of Trade up
<b>NASDAQ</b> 2299.99 -6.35 (-0.3%) Mercer Ins. recoups; TradeStation builds	<b>NASDAQ VOL. (MIL)</b> 1,725 -276 (-13.8%) Abaxis' loss reverses Thursday's breakout	<b>10-YEAR T-NOTE</b> 4.70% +0.09 (+2.0%) Rate cut less likely after strong jobs data
<b>DOLLAR-YEN (N.Y.)</b> 119.03 +1.40 (+1.2%) Higher U.S. yields lure investors to buck	<b>EURO</b> 1.2595 -0.0099 (-0.8%) Recent ECB rate hike may be end of cycle	<b>REUTERS CRB FUT.</b> 300.20 -0.20 (-0.1%) Copper, natgas rise; O.J., cocoa decline



Trading assistant with LaBranche & Co., monitors trades at the New York Stock Exchange after three straight days of record-setting gains. The NYSE rolled out an expansion — the Hybrid Market — that is expected to increase efficiency. AP

## Weak Sept. Hiring Offset By Revisions, Lower Jobless Rate

### Overall, It's A Strong Report

Treasury yields skyrocket as odds of Fed cuts dim; retail, factory jobs down

BY SCOTT STODDARD  
INVESTOR'S BUSINESS DAILY

Employers added far fewer jobs than expected in September, the Labor Department said Friday. But big upward revisions to past months and lower unemployment suggested labor markets are doing quite well.

Just 51,000 payroll jobs were added last month. Wall Street had predicted 120,000.

But the department ramped up August jobs to 188,000 from 128,000. It also said it would significantly revise upward its jobs estimate for the 12 months ended in March 2006.

Also, the jobless rate, taken from a separate household survey, fell to 4.6%, matching a five-year low.

The revisions and lower unemployment were taken as signs that the U.S. isn't slowing as rapidly as some feared, quieting talk of Fed-

ward revision in at least 10 years.

But while the past looks brighter, there was broad weakness in September payrolls. Retailers lost 11,900 jobs. Factories shed 19,000. Temporary jobs — a leading indicator because firms often shed temps first — fell 11,300.

All three sectors have cut employment this year, with retail jobs down 104,000.

Overall service jobs, fueled by health care and financial services, grew by 62,000. Like nonfarm payrolls overall, it was the smallest gain since last October.

## Interest In YouTube Is Latest Talk Aspects Of Social Net Riches

Bill? If Google is in talks to buy YouTube, that runs counter to what Google founders Sergey Brin and Larry Page implied at a recent press gathering.

"Both said they don't want to build new products, and want to focus on existing stuff that already works," said Robert Altman, who chairs

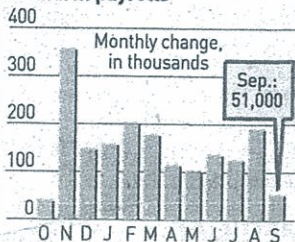
\$1.6 billion, and it could be worth much more than that."

Google could cash in on a nascent but growing market for online video ads. In 2011, U.S. sales of online video ads are expected to reach \$1.3 billion vs. \$300 million last year, said JupiterResearch.

### Mixed Jobs Picture

Nonfarm payrolls posted their weakest gain since Katrina's aftermath, but big upward revisions and a lower jobless rate signal strength

#### Nonfarm payrolls



# Grow Your Business By Using A Game Plan

Most entrepreneurs spend lots of time planning their business. They just don't do the right kind of planning, says Jan King.

Once you survive the startup stage, you need a business plan to attract investors or lenders. But you also need what King calls a "game plan" to connect with your employees and tie their performance objectives to overarching group goals.

"A game plan is more than a business plan," said King, author of "Business Plans to Game Plans." "Beyond the profit-and-loss statement and balance sheet, a game plan focuses on key aspects of the business operation in a way that's relevant to every employee."

Organize your game plan into four parts: marketing, finance, customer mix and employee strengths. Complete each section by setting goals that relate to each employee's job.

In terms of customer mix, identify your top 10 clients based on sales volume. Then make sure your salespeople and support staff focus on satisfying those customers.

"Many business owners don't know who their top 10 customers are," said King, a management consultant in El Segundo, Calif. "If you see that one customer represents 40% or more of your revenues, you might want to set goals for your sales force to bring in new business."

Analyzing your employees' strengths is a vital part of the game plan, says King. By taking an inventory of your workers' skills and comparing it to the tools you need to grow your company, you can decide how to beef up your team through training and personnel moves.

Through this analysis, you can find ways to squeeze more results from every payroll dollar. Say you're shifting your firm's focus from attracting new e-commerce business to supporting and cross-selling your existing customers. Instead of hiring more Web design personnel, you may conclude it's better to recruit database management specialists.

The marketing piece of the game plan can cover growth opportunities, competitive intelligence and other factors that influence customer relationships. The finance piece can include cash flow and accounting data that also appear in your formal business plan.

Some business owners assume that writing a game plan will take too much time. But it's a quick process if you're already setting companywide and individual goals in staff meetings and tracking key performance measures on an ongoing basis, King says.

In her former job as president and chief executive of a publishing firm, King created a six-foot poster that summarized her game plan. It listed each worker's specific goals for the coming months.

Employees referred to it often. It gave them a clear idea of what was expected of them.

"It not only held everyone accountable, but it was a tremendous source of pride," she said. "They all helped each other set and achieve goals. People really pulled together." **Morey Stettner**

