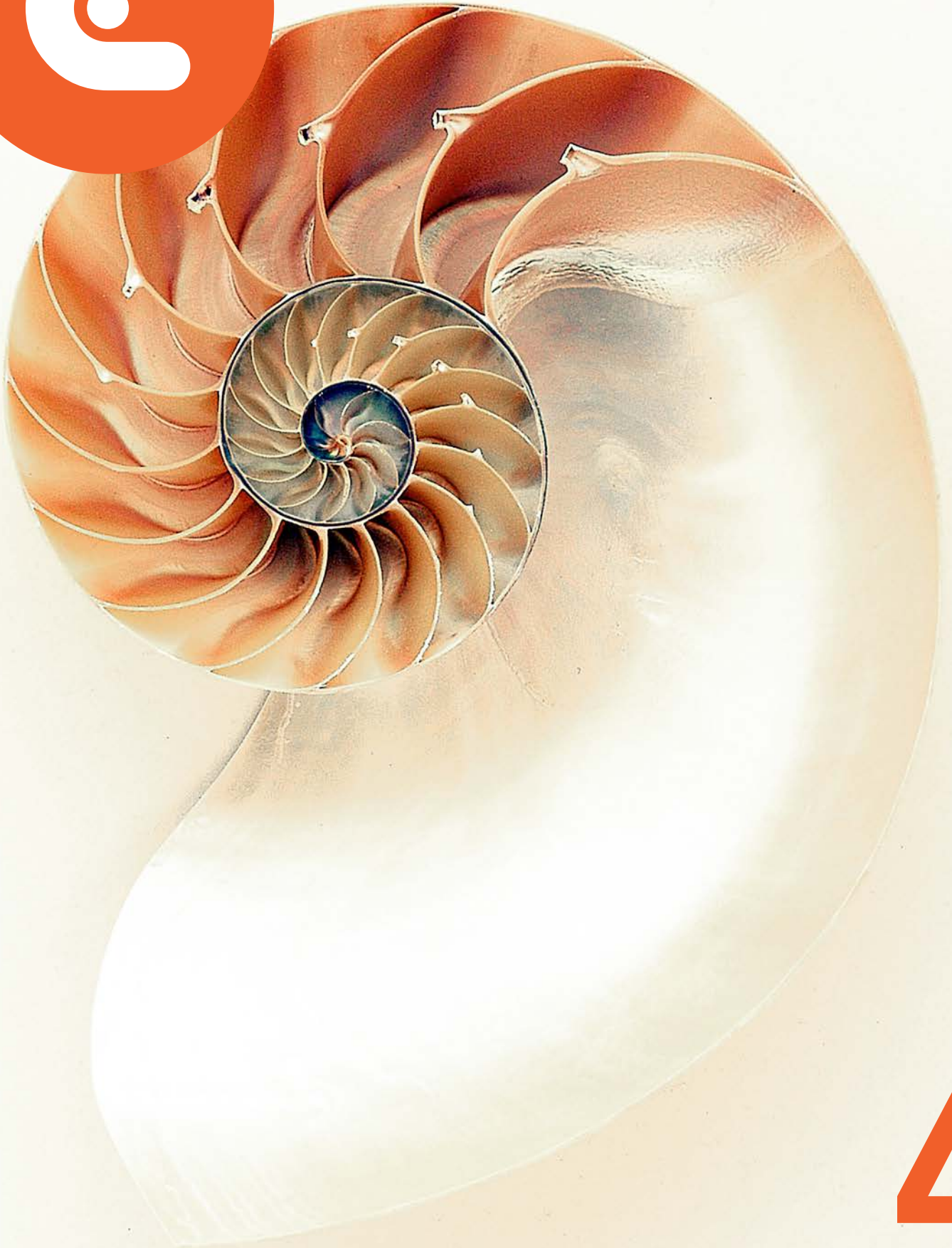




modewest
business & lifestyle magazine



4



“

We recently engaged Markus to take photos of both our pubs to use on all our booking channels. Just got the photos back today, and we are very pleased. Markus was professional, punctual and efficient. We had a brief meeting when he arrived to go over the shots we wanted and the images we were after and then we left him to it - and the photos are great!

Sands Hotel Maroubra

Captain Cook Hotel Botany

Gina Hooper, Licensee & General Manager

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innovate.

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from the editor

This issue of Modewest is, as many of you know, the first issue for 2016 and the last issue of Modewest. It represents the fourth issue and rounds off what we have achieved since 2014 when we began.

Issue 1 represented Starting Business. We shared ideas for those starting out, self-discovery as a sole trader, valuing people, marketing within your means and networking for success.

Issue 2 represented Running Business. We looked more deeply at moving forward in business, defining your business roadmap, managing your cashflow and balancing work and life for lasting health and vitality.

In issue 3 we focused on Growing Business. We introduced social media marketing on Instagram, an effective online brand-building platform. We explored cloud accounting, business funding, maintaining a zero inbox and we shared ways to introduce low carb foods into your diet.

In this edition, issue 4, our focus is on Business Strategy. It was difficult for me to decide conclusively to put Modewest to bed this year. I have been excited to both design, edit and produce Modewest magazine. It was, however, a strategic decision to make this issue the last.

Making strategic decisions in business is not easy. Letting go of something you love because the investment is greater than the return, or because it requires more time than you can spare, can be difficult. Business strategy is about making decisions based on sales (profit or loss), sustainability (longevity) and market interest (demand). While business decisions do effect the small business owners' personal life, the separation between the two (and between emotion and fact) is crucial to move your business forward and reach the potential for which you were designed.

This potential is what this issue of Modewest is all about.

Gina Jaaskelainen, *Editor-in-Chief*

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OPERATIONS

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CLASSIC FILM REVIEW

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approaching the white collar CEO

Small businesses are frequently hired to provide their services to larger organisations. In our dealings with large companies we meet with and are required to sell to white collar CEOs, address Boards and communicate with other beneficiaries of our services. It's understandable that in these situations a small business owner would feel out of their league. Navigating the organisational structures, systems and processes can indeed be overwhelming—not to mention the way that internal politics and informal channels impact the decisions of our buyers.

You are the expert

The best way to tackle the shock and awe of being face to face with a representative of a big organisation is to understand, and to keep in mind, that in your role as a service provider you are the expert.

Whatever industry your company deals in, and whatever your niche may be, you will have the knowledge, experience and capacity to solve your client's needs in your specific area of expertise. That's why the big CEO has hired you—or is considering to hire you.

Everyone starts small

It is also worth remembering that even the biggest companies started out with an idea that met a market need. They didn't have any more customers than you do.

Google, Apple and Microsoft started out in suburban sheds. Qantas started with a single aircraft. The CEO you are meeting with was once an undergraduate, intern, junior executive or maybe a person who started in a small business just like yours.

General strategies for dealing with CEOs

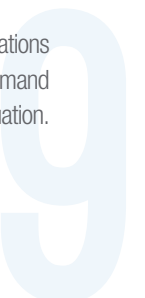
There are, however, certain strategies that may help you get more out of your collaboration with a large company. The CEO you are approaching may have started at the bottom but he is now at the top of his game. Before meeting make sure you are well prepared and know what to say. Try not to waste his or her time.

While all situations are different, there are a few common principles you should adhere to when meeting with a CEO of a big organisation.

1. Do your homework prior to the meeting
2. Be absolutely sure of the purpose and your objective of the meeting
3. Determine the level of detail required to reach your outcome
4. Be aware of the CEO's role in the process
5. Acknowledge the time available
6. Be confident in yourself and your offering
7. Know your numbers: offer cost of sale, margins, expenses, net profit
8. Dress professionally—appropriate to your industry and style.

Different scenarios

In addition to these broad rules, there are different kinds of situations that bring you in contact with a CEO. The following scenarios demand that you are flexible and adapt your approach according to the situation.



Scenario 1: Networking Follow-up

You met the CEO at an event and you asked for a meeting.

Scenario 2: The CEO has heard about you

You are a trusted expert in your field and the CEO has heard about you. He or she is looking to you for guidance or wants to explore how your services could benefit their company.

Scenario 3: Internal Referral

You have been referred to meet the CEO by a Board member or senior executive of the company.

Scenario 4: Tender Response

You are responding to a tender and have been short-listed.

Scenario 5: Customer Issues

You already provide services and there are issues (e.g. slow payment, expectations not being met, etc.).

The first 3 scenarios follow a theme that speaks to information gathering (listening), asking questions, finding a fit between what you do and what they need, understanding the company's objectives, sharing information and building relationships.

Scenario 4 has more of a “why should we choose you?” flavour.

Scenario 5 can be a challenge in terms of maintaining future relationships and business.

Networking follow-up

The first situation on our list concerns your request to meet with the CEO. He or she has agreed to the meeting and you have agreed on a time and a place.

This is a situation where your elevator pitch should be the foundation of your opening conversation. Be clear in what you offer and then ask: “What was it about our initial meeting that led to this meeting? Do you have a need for my services in your organisation?”

Listen and progress the conversation on those lines. Confidence and professionalism is the key.

The CEO has heard about you

This is a good situation—your reputation has preceded you. In your meeting with the CEO, you should try to determine what his or her needs are and whether you are the right person to fulfil them.

If there is a mismatch—the requirements fall outside your expertise—don't be afraid to say so and, if possible, recommend and introduce a trusted alliance partner to address the requirement.

Internal referral

This situation is similar to the one above, with the added variant that the referrer will be relying on you not to let them down. They may have prepared the CEO for your visit. Always begin with defining the issue and how you can resolve it.

Tender response

The major problem with tenders is their impersonal nature. Tenders clinically ask what can you do to meet the described criteria. They want to know your time-frame and what price you're asking for your services.

When you get to the short-list stage with the CEO, it is time for emotional triggers.

Confident questions about issues left out of the tender document are also key.

- What prompted the issuing of the tender?
- What would be the best result they could envisage?

When answering questions, however, don't deviate from what you have stated in your tender.

Customer issues

Problems with a large client are a serious issue for a small business. Customer satisfaction and your reputation are crucial to your future success. If the CEO is involved in the discussion the conversation usually has serious implications for your business.

Be clear in what your service terms of reference are. If the mistake is yours, acknowledge the situation and show how you can resolve the problem.

If your client has created the problem, describe how you can resolve it—for a fee. Don't agree to changed goal posts.

Politely refer back to the original agreement and suggest that you can give an estimate for the additional services.

In conclusion

The key in all conversations with a white collar CEO is that you **be prepared, be professional and be confident**. CEOs are people who've been there and done that. They are looking to you to solve their corporate problems. You are the expert, so allow your knowledge, hands-on experience and ability to react quickly shine. ●

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I have plans for growing my business	
I manage people well and get the most out of my staff	
I understand my financial break even point	
I know my cash flow and can easily pay my bills	
I have effective marketing and easily win new clients	
I receive referrals from happy customers	
I have time for family, friends and holidays	
I always challenge myself to improve performance	
YOUR SCORE	

Contact Rob Drage on
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Are staff issues overwhelming you?

Don't stick your head in the sand!



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8 rules of hiring

It's not always easy to attract and hire the right people. More than 90% of business owners admit to having employed the wrong person, at least once. Not only is hiring difficult, it's expensive. Employing an unsuitable candidate costs businesses 3.5 times as much as getting the hiring process right from the start. Hiring new personnel is wrought with danger. But, as with all business activity, knowledge is power and forewarned is forearmed.

"We know hiring can be challenging and expensive," says Greg Mitchell from HR Success. "But you can position yourself for success if you know the rules of the game and play it well."

By taking into account the following eight 'hiring rules' you will save your business from a possible costly mistake—and yourself from a lot of unnecessary frustration.

Hiring Rule 1: Don't rush

When your business is booming, or a key member of your team leaves suddenly, it can be tempting to recruit the first available candidate.

"Take your time. Don't short-cut the process," says Greg Mitchell. "Over the years I've encountered business owners that have taken short-cuts—only to regret their decision later."



Hiring Rule 2: Know what you're looking for

Make sure you are familiar with the role you are trying to fill.

"Many business owners and managers go into the recruitment process without investing any time in thinking through the precise nature of the job and the skills it requires," says Greg. "They do not understand the kind of work history and personal attributes the person most likely to succeed in the position should have."

Investing a few hours in preparing a good position description—that includes clear selection criteria—will be time well spent.

Hiring Rule 3: Understand your legal obligations

Engaging staff can be a legal minefield, particularly for new employers.

"If you don't already understand your obligations, you need to get up to speed," says Greg. "Legal obligations when hiring relate to minimum pay and conditions, National Employment Standards, superannuation, understanding the difference between contractors and employees, workers compensation and work health and safety."

As an employer, you also need to ensure there is no discrimination in recruitment or ongoing employment. If you're not sure of your obligations seek advice.

Hiring Rule 4: Think broadly

"For most roles, the days of placing a simple advertisement in the local paper, then sitting back and waiting for a flood of quality applications is over," says Greg. "In many cases you may need to look further afield in order to source the best candidates."

You may find your successful candidate through online advertising on Seek, word-of-mouth, job service agencies or TAFE colleges or universities. You can also spread the word on social media and post your job vacancy on LinkedIn—a great platform for professionals looking for a new position. Local chambers of commerce can sometimes be useful to locate qualified people.

Of course, engaging the support of a professional HR consultant is also a valuable option.

Hiring Rule 5: Consider your employer brand

We're all used to marketing to prospects and clients. As part of our marketing efforts we do our best to build a brand that attracts the right kind of client.

"In a competitive employment market, we also need to consider our brand as an employer," says Greg. "Apart from competitive wages and benefits, what is it about your business that will entice the very best candidates? Is it your vision for the business, the team culture, the training opportunities and employee growth, the location or conditions, the flexibility and/or remuneration package?"

Once you've ascertained the benefits, consider how best to communicate them to prospective candidates.

Hiring Rule 6: Make the right impression

How you manage the recruitment process says a lot about your business. Professional recruitment involves, among other things, responding to enquiries from candidates, providing information about your business, keeping candidates informed of the progress of their application and facilitating interviews.

All of these hiring activities must be conducted in a courteous and professional manner.

"If you have a clear recruitment process in place, your candidates are going to form a positive impression of your business," says Greg. "In a competitive market, you simply can't afford to create a poor impression."

Hiring Rule 7: Get all the pieces of the puzzle

Recruitment is a lot like a jigsaw puzzle: the more pieces you have, the more complete the picture will be. Reviewing an application and conducting an interview are only a part of the puzzle.

In addition to traditional recruitment methods, consider gathering information about your candidate through less obvious means.

"You could, for example, organise a skills test for your candidate," says Greg. "Have them pitch to you and see if you'd be impressed with their selling process."

You may also wish to conduct psychometric tests to determine the candidate's work styles and preferences. For physically demanding roles, it makes sense to arrange a medical check for your candidates.

Hiring Rule 8: Don't be distracted

If you're an inexperienced recruiter it can be very easy to get sidetracked by suave or 'attractive' candidates. They present well. They are confident. They may have superior qualifications or an engaging personality.

"This is where you need to keep your wits about you," says Greg. "Refer back to your position description. Ensure your decision is based on how well your candidate matches the selection criteria you established before commencing the recruitment process."

A confident, engaging personality is rarely everything that's required of a candidate.

"What matters in the end," concludes Greg, "is the combination of skills, personality and experience." ●

hiring checklist

- ☐ DO YOU HAVE A RECRUITMENT PROCESS?
- ☐ DO YOU KNOW WHAT THE NATURE OF THE JOB IS AND WHAT SKILLS ARE REQUIRED?
- ☐ DO YOU UNDERSTAND YOUR LEGAL OBLIGATIONS?
- ☐ HAVE YOU THOUGHT ABOUT DIFFERENT WAYS YOU CAN FIND THE RIGHT PERSON?
- ☐ HAVE YOU CONSIDERED YOUR EMPLOYER BRAND?
- ☐ ARE YOU PROFESSIONAL TO CANDIDATES?
- ☐ HAVE YOU GATHERED ALL THE INFORMATION YOU NEED FROM YOUR CANDIDATES?
- ☐ ARE YOU CHOOSING CANDIDATES THAT BEST MEET THE SELECTION CRITERIA?



building castles in the sky

Many 'business gurus' recommend the use of complex, all-inclusive management solutions, such as Infusionsoft or Ontraport, which, in essence, allow one to automate all business operations – in addition to tracking customer details. Most of the time, these corporate software solutions are too elaborate and expensive for a small or medium-sized business. There are, however, simpler Customer Relationship Management (CRM) options that will work with the systems that you perhaps already have in place. Some existing CRM platforms, such as Google Apps for Work or MailChimp, are also significantly cheaper. They will give you an excellent starting point.

Making contact

Customer relationship management stands or falls on the strength of your contact database. To manage contacts effectively, it is good to be aware of, and follow, a few 'golden rules'.

Rule 1: All contacts are created equal

All contacts, whether clients or not, should be treated the same way; added into your CRM. Don't neglect to enter addresses from received emails into your system, either.

These can be valuable in the future, either as clients or referrers. Google Apps for Work comes with the option to send contact email addresses, in connection with their email signatures, directly into your chosen CRM software.

Rule 2: Hunt and Gather

Don't worry about getting everything organised perfectly at once. The important thing is getting all your contacts in one place. The inevitable duplicates and other errors can be dealt with later; with the help of a software. Google Apps for Work, for example, has a 'find and merge duplicates' feature that automatically weeds out doubles instantly.

Segmenting and categorising can also be done later. Most CRMs sync with email contacts so any new contacts added into your CRM are added to your email, and vice versa.

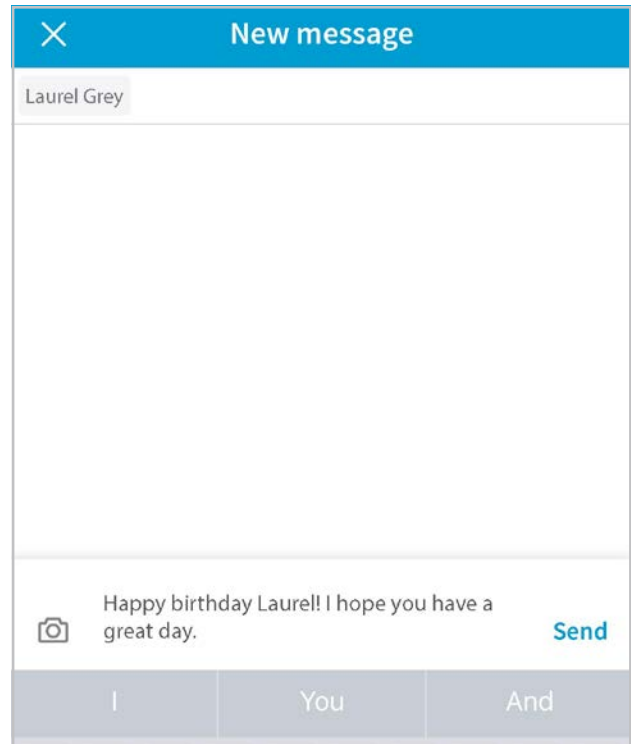
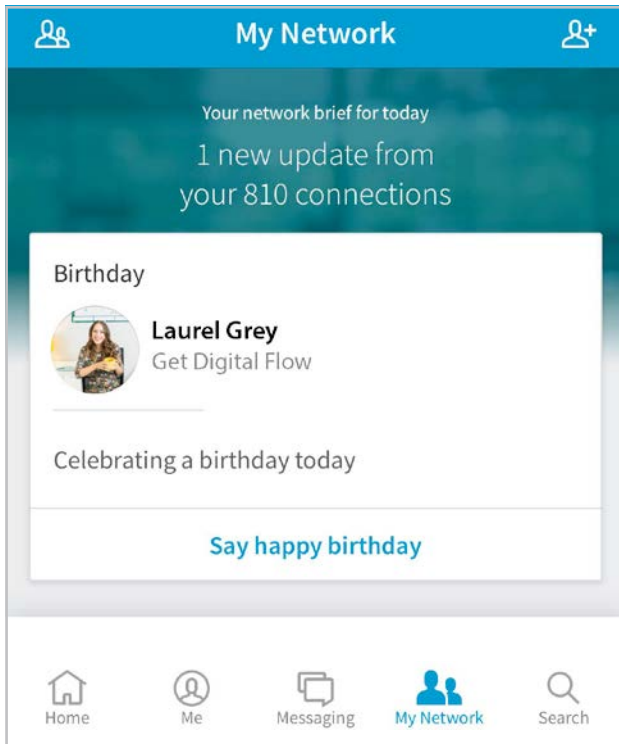
And once you've synced your LinkedIn contacts with your email you'll have everything in one place.

Rule 3: Start Building

The more information you have gathered about your contacts, the easier it will be to stay in touch. Make sure you check websites and social networks for important information about your clients—and don't get so caught up building your perfect CRM system that you forget to keep in touch with people!

One handy tip is to tag contacts with the location where you met. This will prompt your memory and give you a starting point for your first conversation.

Plan time in your week—30 minutes—to get in touch with new or recent contacts.



A few easy ways to stay in touch

There are three easy ways to stay in touch with clients. Two of them involve LinkedIn, and one has to do with your CRM and your email marketing software.

1. LinkedIn Communication Prompts

When you open the LinkedIn app on your smartphone, choose the My Network icon in the dock at the bottom. This page prompts you to say 'congrats' to connections' achievements, wish them a happy birthday and more. Use these prompts to keep up with what's happening in your prospects' work life.

2. LinkedIn Email Notifications

Set your preferences on LinkedIn (desktop version) to email you when someone accepts, or requests, a connection. Use the email address in your CRM to respond directly to that message from your email with a quick thank you.

3. Syncing with Email Marketing

Some CRMs sync automatically with your email, others may need to be configured. (Tip: do this using a tool such as Zapier.)

When you get a new contact, add them to your email marketing list, and provide an unsubscribe link in your email communication.

Which CRM to pick?

Based on the pointers above, there are a couple of things to consider when choosing a CRM provider.

- Does your CRM link up with your email system?

If you're using a hosted email system like Google Apps for Work or Microsoft 365 your contact details are already hosted in the cloud, making it easier to sync with your CRM. Keeping the two in line will drastically reduce your data entry time and the headache of manually importing and exporting data.

- How do you transfer information from business cards?

Here, you have two options. You can either do things the old fashioned way by entering your data manually, or you can use a software.

Some CRMs, like Insightly, come with an integrated business card reader. Another great option is to use the online scanning and cataloguing service called Shoeboxed. Manual or automated, the choice is yours.

In conclusion

At the end of the day, the best way to achieve successful customer relationships is by staying in touch with your contacts. Your CRM software enables you to manage all your contacts from one place—an invaluable business operation! ●



**establishing
systems
in business**

Virtual Assistants (VA) are human beings who perform various administrative, technical or creative tasks for a company from a home office anywhere in the world. Due to savings in superannuation, sick leave and holiday costs—as well as lower salary expectations due to lower overheads—hiring a VA can be significantly cheaper than employing a full-time personal assistant.

Before we rush into the world of virtual assistants, a word of warning. As with anything that is new and exciting, there is plenty of false optimism about hiring assistants online. A successful virtual employer will recognise these misconceptions prior to taking on the responsibility of engaging a VA.

Methods differ

Your VA may come with the set of skills you've specified. That does not guarantee, however, that they will apply those skills the way you would like.

Each business owner has their own method of handling tasks. Take for example data entry. Your VA's CV states they are a 'CRM wizard', meaning that they have a knack for entering potential and existing clients into a Customer Relationship Management software.

However, their method of entering data into a CRM system may differ from yours. Without clear, written procedures for every task, even the most competent VA will only do what they know to do, which may not be how you do things.

Time is transient

In business, time is of the essence. You're adept at what you do because you've been doing it for a long time.

Perhaps your VA is exceptionally well-suited for the task, having clocked in the required hours of practice. You will still have to be patient with them at first. They may know the system well, however only they will have to learn your individual way of operation.

Be a good virtual employer

Many new sole traders get overwhelmed with the amount of work running a business requires. Hiring a virtual assistant may seem like a way out of an impossible situation.

Working with a VA is more difficult than hiring staff in person, however. With a VA, your communication is limited to email or Skype, for example. While you may be able to read a person's body language in a video conference, it is more than likely that you would reach a better understanding face to face, over a cup of coffee or an informal lunch.

The good news is that you can start putting systems in place right now.

Practice giving articulate, simple feedback. That's what you are going to be doing with your virtual assistant—a lot!

Understand two things

1. Businesses are hierarchical structures—not everyone knows everything, and not everyone needs to know everything.
2. Business owners should be aware of everything that going on in their business—your VA, on the other hand, only needs to have access to the information required for them to perform their tasks.

Set up your hierarchy now. Think of what information your VA needs to be privy to.

Use non-personalised emails

It is recommended that you set up a non-personalised email address, such as admin@yourcompany.com.au, which can be shared between assistants or transferred from one VA to the next.

Start funnelling instructional emails to this account even before you decide on the VA. That way, your future assistants will have a body of guidelines always available.

Update your company's contact information on your website and social media with this email address so that your VA has access to recover passwords if necessary.

Document everything

The earlier you start documenting everything you do in your business the easier it will be to delegate tasks to your new assistant. Detailed documentation is the secret behind franchises like McDonald's and Subway. If they think it works, it likely does!

Trust and security

Many businesses ignore or neglect the security of their files—to their own peril. Security is not just about passwords. It's also about customer files and confidentiality agreements, contracts, financials and sensitive content in some industries such as government.

With right tools, implementing professional level security across all your systems is not difficult.

A software called LastPass allows you to generate, store and share your own, and your clients', usernames and passwords in a secure network online. If you're dealing with, and sharing, customer files it's very important to use such an online password manager.

Organise your files into a clear, shareable system but don't share everything with everyone or your VA. Only share files containing financial and accounting information with your accountants, bookkeepers and senior managers. And share files with your VA that are relevant to the tasks for which they are hired.

In conclusion

For a working relationship to be beneficial, and as smooth as possible, for you and your VA, adequate systems are crucial. Lay the groundwork prior to hiring.

With the proper procedures, structures and documentation in place you are well equipped to use the services of a VA—and raise your business to a whole new level. ●



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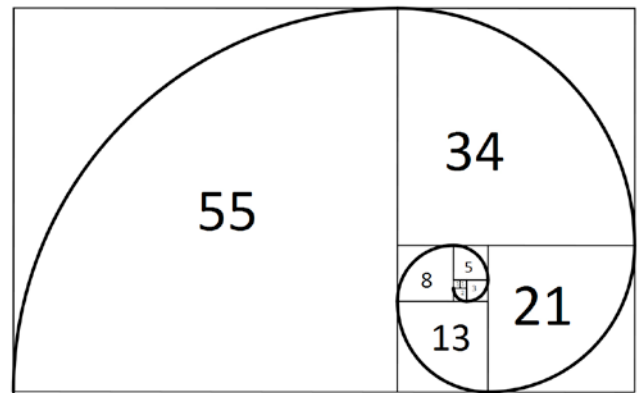
Consultations are offered as 30 minute phone (\$125) or 90 minute video (\$350) meetings conducted online via Skype. Package discounts are available for 5 or more sessions and group coaching is available on request. Enquire for more information.

To book a **consultation** or **coaching** session, get in touch today.

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the fibonacci sequence

It was in 1202 in his book *Liber Abaci* (Book of Calculation) that Leonardo Pisano (Leonardo of Pisa), would introduce to Western European mathematics the decimal number system that we use today. An infinite series of numbers starting at the number one and increasing by calculating the sum of the previous two numbers would soon be regarded as the mathematical formula for perfection.



In *Liber Abaci*, Leonardo Pisano, Fibonacci (a nickname attributed to Leonardo, meaning son of Bonacci, his father Guglielmo Bonacci), introduces a mathematical problem of reproducing rabbits, which in turn introduces the series of numbers which now bears his name—the Fibonacci Sequence or Series named so by French mathematician Edouard Lucas (1842–1891).

The Sequence was popularised by Fibonacci though may have been discovered earlier. Fibonacci was influenced by the “nine Indian figures” and Indian arithmetic and the Arabic numbering system, which included a zero to denote no value.

D. E. Knuth says in his book *The Art of Computer Programming Vol. 1: Fundamental Algorithms* errata to second edition:

“Before Fibonacci wrote his work, the sequence $F(n)$ had already been discussed by Indian scholars, who had long been interested in rhythmic patterns that are formed from one-beat and two-beat notes. The number of such rhythms having n beats altogether is $F(n+1)$; therefore both Gopala (before 1135) and Hemachandra (c. 1150) mentioned the numbers 1, 2, 3, 5, 8, 13, 21,... explicitly.” (Article: Knuth refers to an article by P Singh in *Historia Mathematica* Vol 12 (1985) p. 229–244.)

What is the Fibonacci Sequence?

The Fibonacci Sequence is a series of numbers starting at the number 1 and increasing by calculating the sum of the previous two numbers as follows:

1 1 2 3 5 8 13 21 34 55 89 144 233 377 610 987 1597 2584...

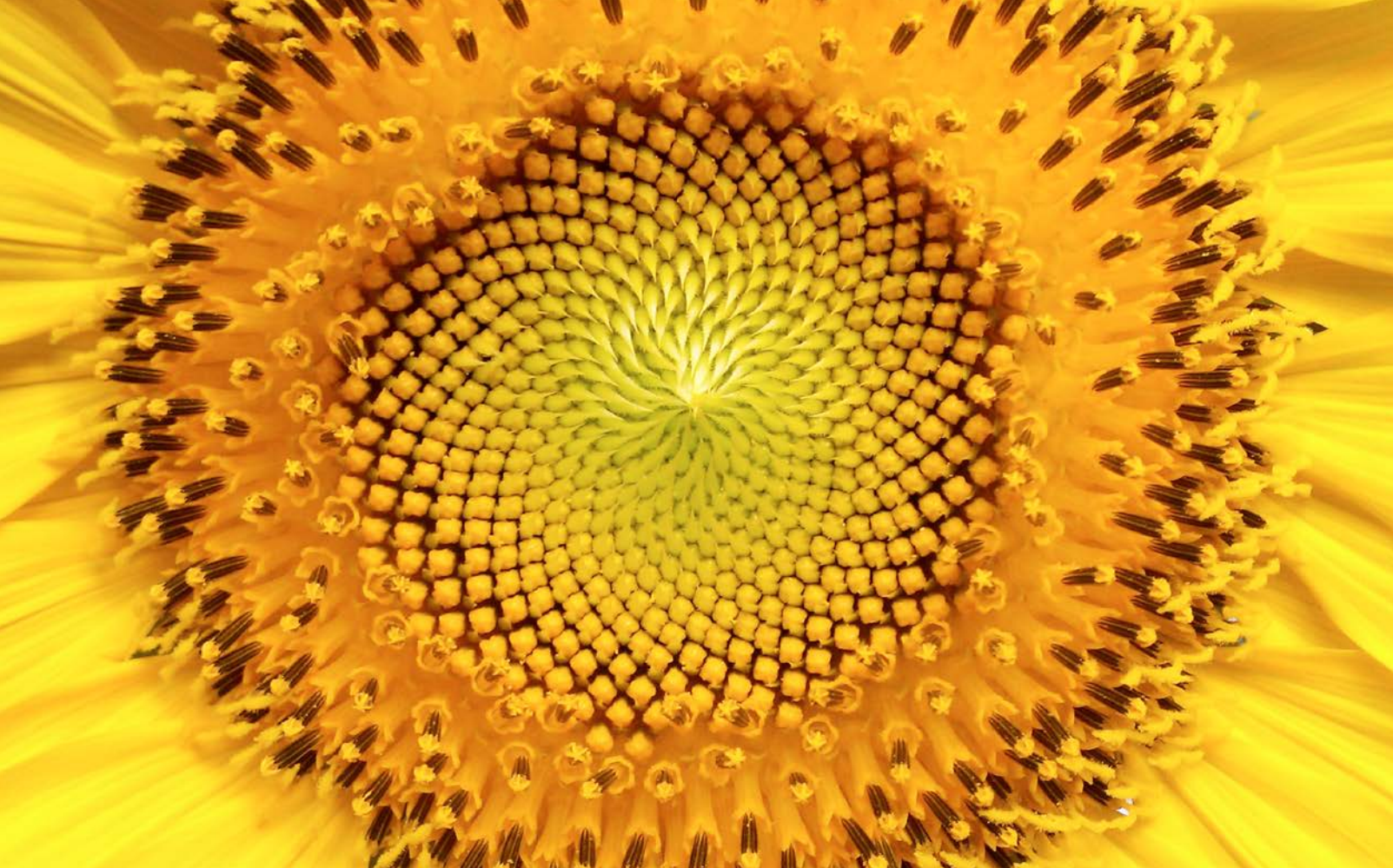
The Sequence is infinite. And as the numbers increase, the ratio between succeeding numbers approaches a number that is now known as the mathematical ratio most “pleasing to the eye”: the formula for perfection or perfect beauty, the ratio of 1:1.618—the Golden Ratio or *phi*—noted by 1753 mathematician Robert Simson.

“The mathematician Robert Simson at the University of Glasgow in 1753 noted that, as the numbers increased in magnitude, the ratio between succeeding numbers approached the number α , the golden ratio, whose value is 1.61804..., or $(1 + \sqrt{5})/2$.” (Source: <http://www.britannica.com/biography/Leonardo-Pisano>)

Where is the Sequence found?

The Fibonacci Sequence is found in almost everything in existence. It is most commonly noted in the composition of art and design where the Golden Ratio is applied, and in music where Fibonacci numbers are the basic foundation of musical scales, notes and chords.





"According to Birken and Coon (2008, p. 59), Fibonacci numbers may appear also in the sphere of music. An octave consists of 8 notes and is represented on the piano by 8 keys. If we include sharps and flats, we add 5 black keys to the 8 white keys for a total of 13 keys, often referred to as the chromatic scale. The black keys themselves are positioned in groups of 2 and 3. All the numbers mentioned—2, 3, 5, 8, and 13—are Fibonacci Numbers." (Source: *Management from a Natural Perspective: Discovering the meaning of Fibonacci Numbers for Management*, Vlado Dimovski and Miha Uhan, undated)

By far the most obvious applications of the Fibonacci Sequence are in nature and the human body.

It was in the 19th century that scientists began to discover the Fibonacci Sequence of numbers in nature, "in the spirals of sunflower heads, in pine cones, in the regular descent (genealogy) of the male bee, in the related logarithmic (equiangular) spiral in snail shells, in the arrangement of leaf buds on a stem, and in animal horns." (Source: <http://www.britannica.com/biography/Leonardo-Pisano>)

The Sequence is seen in the branching of trees, the arrangement of leaves on a stem (phyllotaxis), the fruit sprouts of a pineapple, the flowering of an artichoke, an uncurling fern and the arrangement of a pine cone's bracts. (Source: https://en.wikipedia.org/wiki/Fibonacci_number)

In the human body's DNA, Fibonacci numbers predominate.

"The DNA molecule, the program for all life, is based on the golden section. It measures 34 angstroms long by 21 angstroms wide for each full cycle of its double helix spiral. . ." (Source: <http://www.goldennumber.net/dna/>)

"The use of Fibonacci numbers and the Golden Mean through-out nature and by man is well established (Bachmann & Bachmann, 1979, p. 73). Fibonacci numbers appear in geometry, algebra, number theory, and many other branches of mathematics.

"However, even more spectacularly, they appear in nature; for example, the number of spirals of bracts on a pinecone is always a Fibonacci number, and, similarly, the number of spirals of bracts on a pineapple is also a Fibonacci number.

"The appearances in nature seem boundless. The Fibonacci numbers can be found in connection with the arrangement of branches on various species of trees, as well as in the number of ancestors at every generation of the male bee on its family tree.

"According to Krebs (2008, p. 185), petals on flowers, seeds on sunflowers. . . and the ratio of your height to the distance from your belly button to the ground provide for more of the examples." (Source: *Management from a Natural Perspective: Discovering the meaning of Fibonacci Numbers for Management*, Vlado Dimovski and Miha Uhan, undated)

The identification of the Fibonacci Sequence in all of life, art, design and nature leads to some exciting analyses and interpretations.

How can we relate the Fibonacci Sequence to business?

In his book, *Business Transformation Strategies: The Strategic Leader as Innovation Manager*, Oswald A J Mascarenhas writes:

“Beauty is essential to the art of management. The more our culture becomes technology and information driven, the more do we need the emotional and metaphorical power of beauty (Neumeier 2009: 69–70).

“Buckminster Fuller once said, “When I am working on a problem, I never think about beauty. But when I have finished, if the solution is not beautiful, I know it is wrong”.”

Mascarenhas continues:

“There is ample evidence of mathematical beauty in nature, including the breathtaking complexity of fractals, the ancient sacred ratios of geometry, and the surprising concordance and harmony of theories across disciplines. Take the Fibonacci Sequence wherein each number in the sequence is the sum of the previous two. A Fibonacci Sequence looks like 1, 1, 2, 3, 5, 8, 13, 21, 34, 55, and so on. In nature, this progression is best seen in the patterns of pine cones and palm trees, in artichoke leaves and broccoli florets, in the shapes of nautilus shells (whose walls spiral outward according to the same laws). In business, the Pax Group, a home-and-office appliance design company, borrowed Fibonacci geometry to reshape its fan blades, and produced products that are 15–35 percent more energy efficient and 50–75 percent quieter.”

In their paper, *Management from a Natural Perspective: Discovering the meaning of Fibonacci Numbers for Management*, Vlado Dimovski and Miha Uhan give a good overview of studies towards finding tangible (and intangible) applications of the Fibonacci numbers in business and psychology.

“There have been some applications of Fibonacci to the business sphere in the past, but most of them dealt with predicting the markets in trading.

“John D. Waskom... has sensed the possibility that human development was intended to match the natural order of the material universe. Waskom loved to relate it to the spiral and its occurrence in plants, seashells, galaxies, and the DNA helix... When he called attention to the fact that young children unconsciously used *phi* proportions in their artwork, Waskom was affirming that unspoiled humans possessed a natural genius for living “in sync” with the universe.”

In this study, Dimovski and Uhan relate a possible application of Fibonacci numbers to the four known areas of management: planning, organising, leading and controlling, as follows:

- **Planning**—the optimal solution for debt/equity ratio might be close to the Golden Ratio, which would mean that the optimal capital structure for a company would be 62% debt and 38% capital
- **Organising**—determining the optimal size of your company
- **Leading**—when to review performance of staff or staff promotions (in months 1, 3, 5, 8, etc. or in years 3, 5, 8, 13, respectively)
- **Controlling**—when to monitor the activities of your employees (in weeks 3, 5, 8, etc.)

Dimovski and Uhan have hit onto something exciting. Their studies are in progress and we have yet to see where they will go with this.

Interesting also is the direction of Waskom, who “sensed that if he could establish a relationship between *phi* and human psychological growth, he could begin to describe a natural pattern of developmental genius throughout the lifespan.” (*Rose, 1991, cited by Dimovski and Uhan*)

If we can identify a pattern of idea formation, of innovation and of strategy and link this to Fibonacci numbers, we may be able to define something very special in the growth of the human mind and business. ●



further reading

Fibonacci's Liber Abaci: A Translation into Modern English of Leonardo Pisano's Book of Calculation, Laurence Sigler, Springer-Verlag New York, Inc. 2002

Management from a Natural Perspective: Discovering the meaning of Fibonacci Numbers for Management [Work in Progress], Vlado Dimovski and Miha Uhan (undated)

Business Transformation Strategies The Strategic Leader as Innovation Manager, Oswald A. J. Mascarenhas, Sage 2011

facebook

mastering the art of advertising on facebook

It's common knowledge today that social media is the quickest, easiest and most widespread way to reach customers everywhere and anywhere, worldwide. It's a logical conclusion that social media advertising is effective—if done properly. When it comes to Facebook, all it takes is a desire and willingness to start and a few basic steps to follow. You'll be amazed just how easy it really is to master the art of advertising on Facebook.

We open our inbox and are blasted today with endless emails telling us to try new apps, test new platforms and advertise on social media. Twitter introduced business advertising because it realised the income potential from advertising that other social media platforms had already leveraged, namely LinkedIn and Facebook.

Advertising on social media has, in fact, become so easy that businesses now choose social media advertising over and above their difficult, time-consuming and expensive predecessor Google Adwords, with cheaper, faster and often better results.

Stop hesitating

The first step to advertising on any social media platform is to stop hesitating. As a small business one of the biggest challenges is fear—fear of spending money or fear of taking risks.

If, however, your business has far-reaching goals for a global, or broader, market, then embracing change and the digital revolution is paramount. You either need to decide to advertise or decide not to.

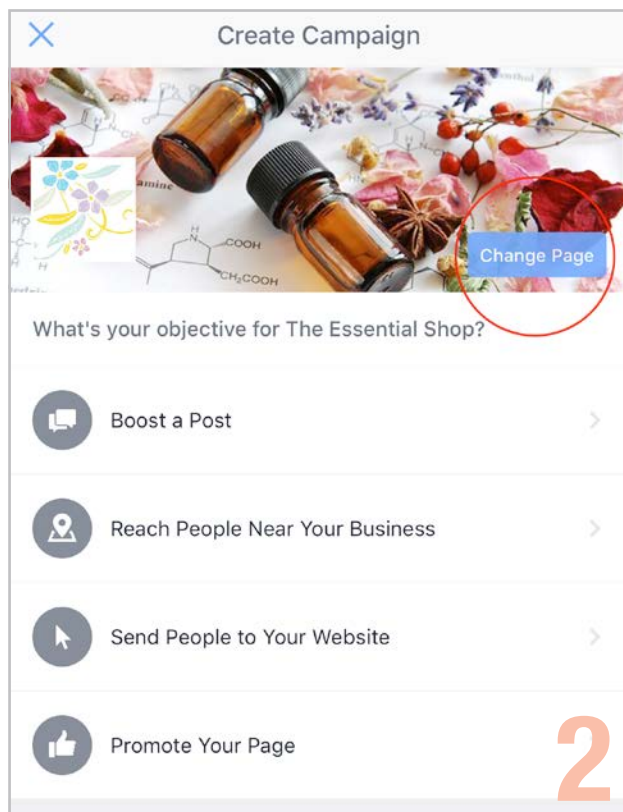
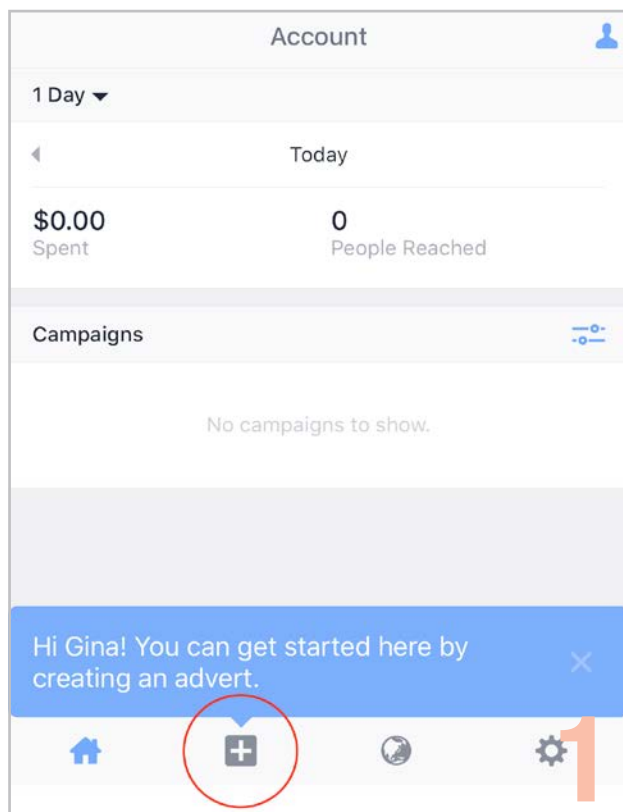
Getting started

1. Gather the tools

Go to the App Store/Google Play on your smartphone and download the Facebook Adverts Manager app. Once downloaded, open the app and follow the prompts to login and allow notifications. You can either begin by clicking the settings (wheel icon) in the dock (Image 1) and adding your credit card details for payment now, or you can follow the next steps and add your credit card details at the end.

2. Create your first ad

When you click the plus menu on the bottom dock of the app you will be prompted to choose a page as shown on the next page. Click the page you wish to run the ad for and then you will reach a screen asking you what your objectives are for your advertising campaign.



3. Set your objectives

The four options available to you indicate how advertising on Facebook can be used. To boost your post, reach people near you, promote your page or send people to your website.

Boosting a post

This first option can be very useful if you wish to run a seasonal special offer, promote a special event or to communicate a series of more personalised messages to your audience. You can, for example, publish a series of story-telling posts to capture your audience's interest which will build authority, trust, credibility and social proof.

Reaching people near you

Choosing the second option to reach people near you will do just that. This option is useful if you are a new local business and wish to create brand awareness in your local area, or if you have introduced a new service or product and wish to announce it to your local customers and attract new local clients.

Promoting your page

Increasing traffic to your Facebook Page and getting new likes has never been easier. Promoting your page has the ultimate goal of gaining likes for your page which improves your credibility and builds authority for your brand on Facebook.

Sending people to your website

Especially useful is sending people directly from your ad to your website. If you attract product sales or service bookings via a landing page or e-commerce shop, this advert type is an excellent click-through opportunity.

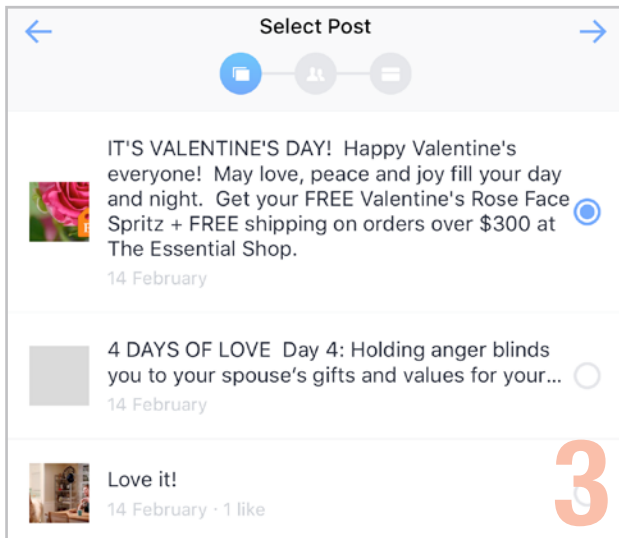
Sending people to your website is a very good thing because it takes them away from the distractions on Facebook and to your own playing field to wow them. If your website, however, is not responsive (mobile-friendly), is cluttered, confusing and unusable, then you are wasting your prospects time and your advertising dollar. So make sure your website has the ability—function and design—to capture emails and convert leads to clients.

Once you have determined the objective of your advertisement choose the appropriate option and proceed.

4. Writing your ad

Choosing option one boosting a post will take you to a screen to select the post you wish to boost.

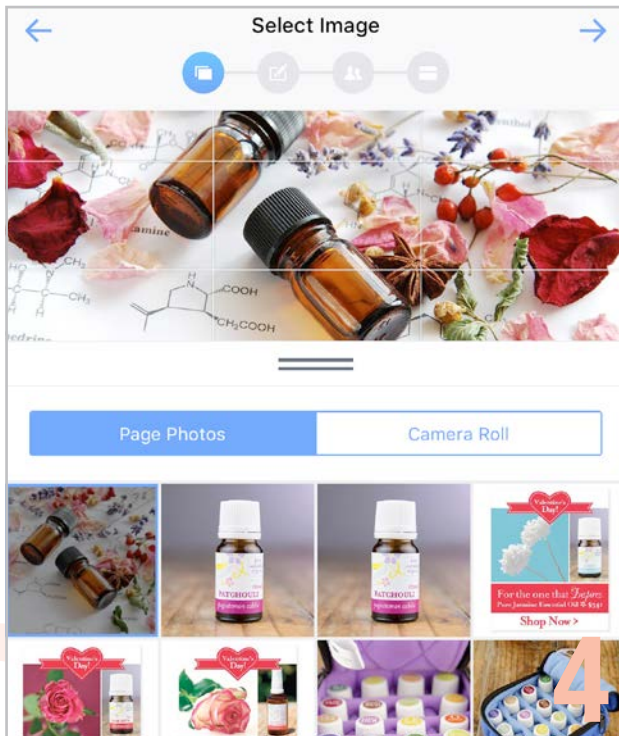
The other three options will prompt you to choose an image and then edit the text for your advert.



Select an image

Make sure you choose a striking image that will attract attention. If you use a photo you have taken, make sure it's sharp, well-lit and well-composed. Check what your competition is using for photos. Look at their websites and social media and if your industry uses poor photos, then using great photos will differentiate you. If they're using great photos, then make sure yours are better.

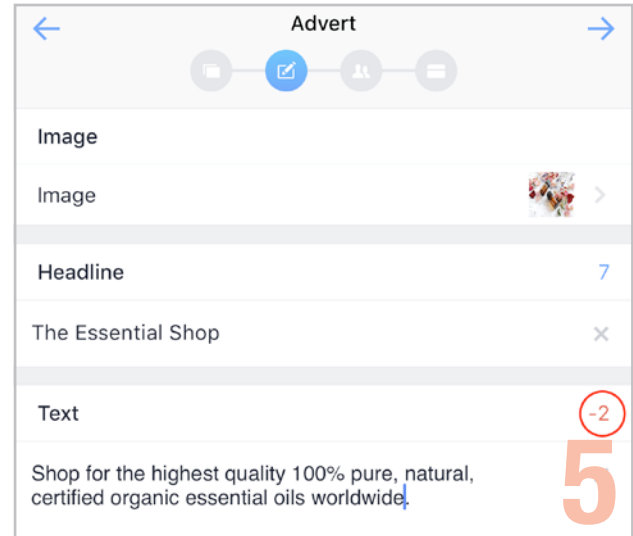
Your photo is the most important thing in your advert on social media.



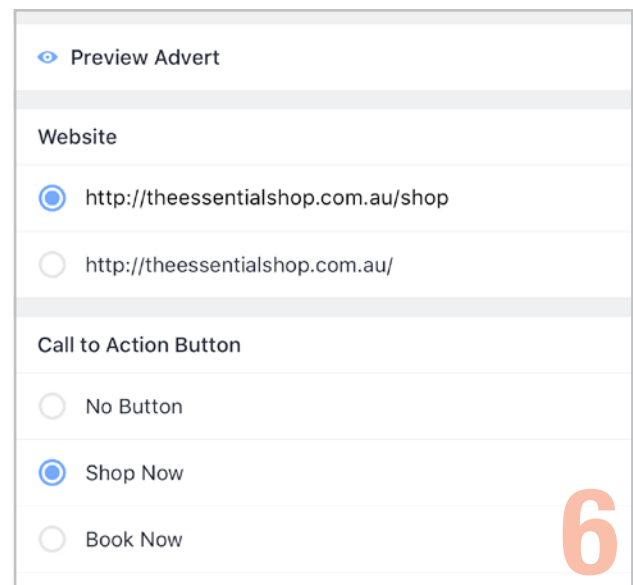
Short words, but strong

In terms of copy (your text), what I love about Facebook advertising is that, like Twitter, it cuts off the text if it's too long to fit. Plus you can preview your advert to see how it looks. This forces you to be a better writer for ads.

Make it short, sweet and to the point. Tell your audience exactly what's in it for them.



When you have typed your text, scroll down and you will have the opportunity to preview your advert, add a website address and call to action button. Think about what you want your audience to do and choose your button accordingly.

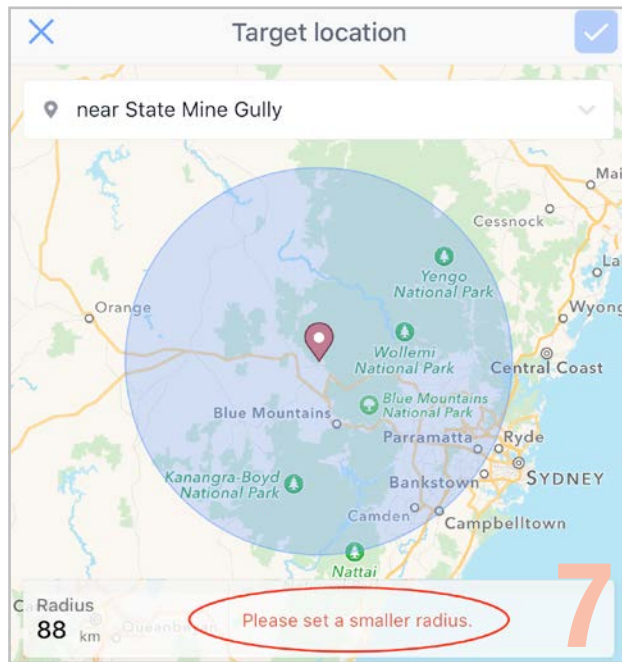


5. Defining your audience

The two most important aspects of creating your ad follow. The first is defining your audience and targeting your advert to them.

When you click the next screen, you are asked to select your audience.

In the case of reaching people near you, you are shown a map which you can edit to include a larger or smaller radius to target. There is a limit, so that as you increase the reach area the app will alert you to reduce your radius as shown below.



In the three other options, choosing your audience is done as follows.

You can choose people who like your page, people who like your page and their friends, or create your own audience.

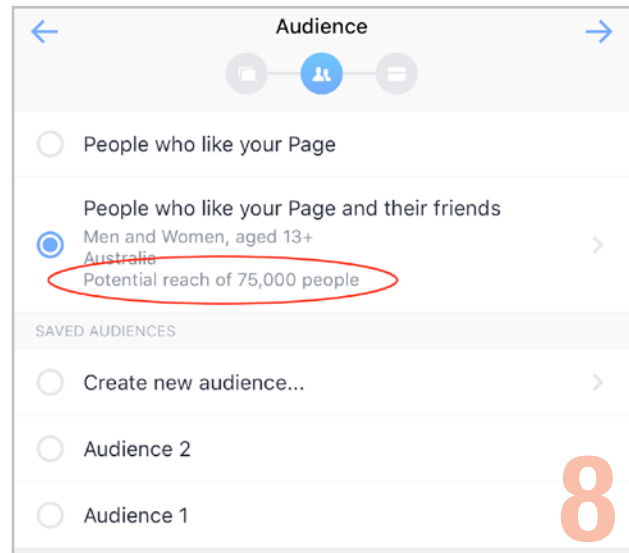
In each instance Facebook tells you the potential number of people your choice can reach.

People who like your page

In my opinion there are so few reasons to choose people who like your page that choosing people who like your page and their friends has a much broader reach for the same cost to you.

People who like your page and their friends

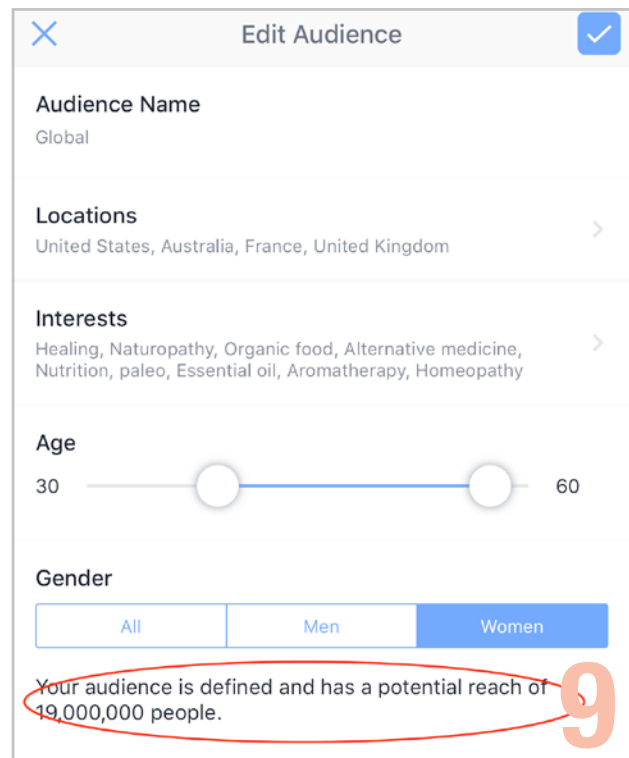
This is a great option to reach people that have a high chance of being interested because one of their friends has already endorsed you by liking your page. In a sense your existing fans are valuable referrers that can be utilised with this option.



Custom audience

Choosing your own audience is by far the most effective way to target your Facebook ads. This option allows you to create and customise different audiences for different campaigns.

In the example below, I have chosen United States, Australia, France and United Kingdom as my locations. I've refined my audience to women aged between 35 and 60 years and I have clearly defined their interests.



Budget

Per Day ☐ Lifetime ☐

\$1.00 — +

Schedule

Sydney Time

Start 18 February 2016 at 11:22

End 1 March 2016 at 11:22

Your advert will run from 18 February 2016 to 1 March 2016. You'll spend up to \$12.00.

800–2,100 Est. Daily Reach 19,000,000 Potential reach

10

Budget

Per Day ☐ Lifetime ☐

\$6.00 — +

Schedule

Sydney Time

Start 18 February 2016 at 11:22

End 1 March 2016 at 11:22

Your advert will run from 18 February 2016 to 1 March 2016. You'll spend up to \$72.00.

3,100–8,300 Est. Daily Reach 19,000,000 Potential reach

11

The countries I have chosen are my target countries. I could enter cities or states if I wanted to be more specific, but as I am a global supplier and ship worldwide, I don't need to narrow these down further.

Women in the age group I have indicated are my ideal customer. They value natural products and they look for organic chemical-free options. Importantly, they can afford, and will pay for, quality.

It is important that you have identified exactly who your target audience is before you start your campaign. Keep it simple, keep it narrow and have a good idea of who you're trying to reach, including what they should be interested in to compel them to buy when you dangle the carrot.

6. Your budget

The last step is setting your budget and campaign duration. This task is not as difficult as it may seem. Facebook helps you by giving you an approximation of your audience reach for your dollar spend.

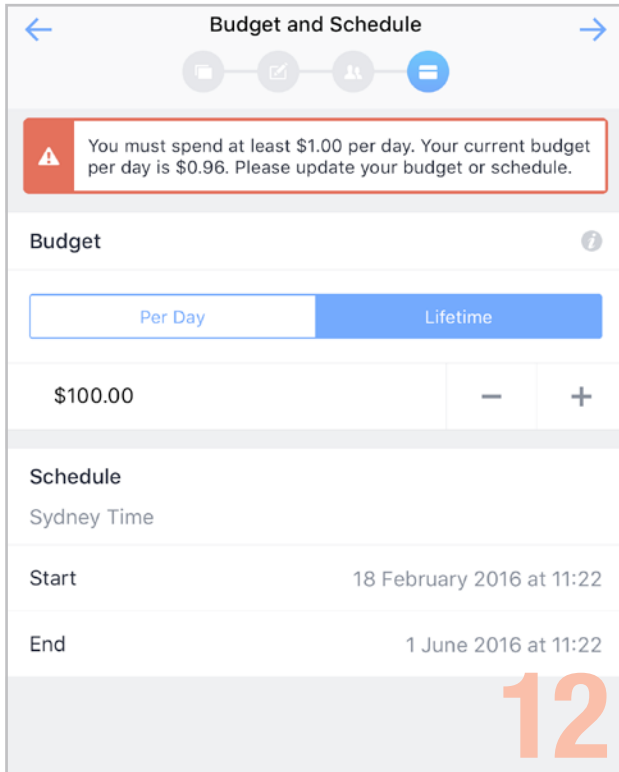
For example, in Image 10, if I spend \$1 a day for one month, the estimated daily reach is 800-2,100 views. Be aware this is not clicks or likes, this is views. Facebook shows your advert, but your image, words and branding need to do the rest to attract your audience to click.

In the examples that follow, you can see that the more I spend, the more reach I will achieve (Image 11). Facebook also has a minimum investment of \$1 per day and will alert you when you are budgeting less than this amount (Image 12).

Once you're ready, click the next arrow at the top (Image 12) and submit your advert. If you have never advertised on Facebook before, you'll need to save your advert first and go back to your settings—the wheel icon in the dock on the first screen (Image 1)—and add your credit card details for payment. Then return to your advert and continue through to payment. Once complete, you will see a notification that your ad is being reviewed (Image 13).

A practical example

To give you a practical example, I decided to run this campaign (Image 10) for 1 month at \$1 per day. You saw my advert image, text and target audience (Image 9). On day one, I noticed I was not getting many likes. The lower budget meant less views and therefore less likes. I also felt that I had not differentiated The Essential Shop from other essential oil suppliers, at least not enough to prompt immediate likes.



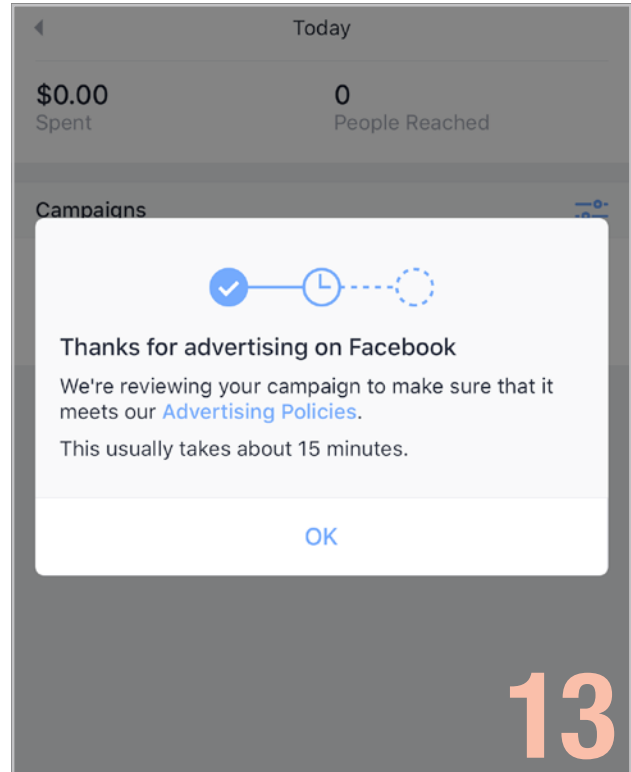
I decided to refine my headline text to mention that I am not a multi-level marketing (MLM) company. I changed it to read: “Non-MLM supplier of 100% pure, natural, organic essential oils worldwide.”

I also decided to increase my budget to \$5 a day but only run the campaign for 5 days.

After all, I wanted page likes. I wasn't trying to get clicks to my website or online shop. Attracting people to like my page means they can see my posts and I can direct messages to them. (Facebook's new feature to see certain page posts first means you can choose which page updates you want to show at the top of your news feed—a big win for businesses on Facebook!)

These changes hit a nerve and I began to get page likes immediately. The response was excellent!

I let the advert run for 5 days, I gained 32 page likes and I spent \$12.55. For me that's a success. I can now develop a personal relationship with 32 new prospects on Facebook through story-telling, building authority and social proof.



I can direct these now warm (rather than cold) leads to subscribe to my email list, read my articles about essential oils and health, and visit my Etsy store to shop online for sales all year round—beautiful!

In conclusion

The trick to mastering the art of advertising on Facebook is to measure and refine your advert continuously while it is running. You can:

- Change and test different images;
- Edit and test different headlines;
- Increase or decrease your budget; and
- Lengthen or shorten your campaign duration.

When you observe what is happening the first few times you advertise on Facebook, you will quickly know what works and what doesn't. A little more dollars for a shorter campaign with a relevant message and great image will yield quick responses and rapid results. A longer campaign with a lower daily budget and distinct branding and targeted messaging will definitely succeed for building greater authority and brand awareness. ●



sweet dreams
are made of this

There is an increased awareness of the effects of sugar on health. The main cause for the renewed interest in this deceptive sweetener of our lives is perhaps the documentary 'That Sugar Film'—which takes a critical look at sugar through one man's investigations to find out the truth about sugar. More generally, however, people from all walks of life have experienced the benefits of dropping sugar completely from their diets. The word is out.

Let's start from the basics.

When we're talking about sugar we're not talking about the sugar that's inherent in fruit and milk, and a hundred other sources from nature offering us this sweet form of carbohydrate.

We're specifically talking about *added* sugar—the sugar product that is added to most processed foods on supermarket shelves.

This kind of sugar is not a food and is certainly not needed in the human body.

How sugar is made: the ugly truth

Added sugar is usually made from sugar-cane juice which is heated up till the juice turns into crystals. These crystals are then spun in a centrifuge to separate them from the syrupy juice—also known as molasses. The remaining crystals are called raw sugar (which is a misnomer as the product has gone through a heating process).

The sugar crystals are then washed, clarified and bleached. In some countries—but not in Australia—cattle bones are used for this process. The crystals are reboiled, concentrated and evaporate again. After that they are spun once more and then dried. To the resulting mass, chemicals, such as sulphur dioxide, lime, phosphoric acid and bleaching agents, are added to produce the final produce we know as white sugar.

Chuck the fructose

White sugar is composed of two types of carbohydrates: glucose and fructose.

Glucose is fuel for the body and the brain. In fact, every cell in our bodies, as well as almost all organisms in nature (except some anaerobic photosynthetic bacteria), require glucose. It is absolutely vital for life.

When we consume glucose, the pancreas is stimulated to produce insulin. The brain registers the increase in insulin and sends hormonal messages to tell us to stop eating when we are full.

Normal levels of glucose in our blood will cause no problems. Negative effects are created if the glucose levels rise too quickly or if they stay elevated for too long. Conversely, problems may also occur if our glucose is too low.

Glucose is metabolised in our liver and our muscles.

Fructose, on the other hand, can only be metabolised in the liver. It does not raise blood sugar levels and so doesn't stimulate insulin production. Without insulin our brain will not get the message that we have consumed enough food. Overindulging on foods high in fructose is very easy as the body does not produce any satiety hormones.

While it does not activate the release of insulin, consuming large quantities of fructose can still cause resistance to insulin. A diet high in fructose will overload the liver which in turn will force it to turn the fructose into fat.

Excess fructose consumption may be a key driving force behind many serious diseases today.



Keep the fruit

What about fruits? They're loaded with fructose, aren't they? Aren't fruits supposed to be healthy?

Fruits are indeed packed with fructose, but unless you're fructose-intolerant, you're just fine. Fruit comes with a healthy dose of fibre which will make you full and stop you from eating too much fructose.

White death

Sugar is found in almost all processed foods from chocolates and lollies to tomato sauce, baked beans and frozen meals. Yes, even savoury foods contain sugar.

With all this exposure to sugar, how is it affecting our health?

Because sugar is devoid of any nutrients, our body has to utilise its vitamin and mineral stores in order to process sugar. Every time you eat foods with sugar you're depleting your strength reserves and, after a short-burst energy, will feel weaker.

Sugar also causes a plethora of health problems, such as tooth decay, headaches, diabetes, weight gain and fatty liver disease.

Sugar suppresses the immune system (decreasing vitality and the number of white cells in your blood).

Sugar raises blood pressure.

Sugar feeds bad bacteria in your gut (candida) and it acidifies your blood.

Sugar affects the brain-derived neurotrophic factor (BDNF) reducing your ability to form new memories and store new information. And it's also addictive.

No wonder sugar is known as 'white death'.

Life without sugar

If you're convinced that you should be having less sugar in your daily diet—and no added sugar at all—here's what you can do:

1. Increase the amount of whole foods you eat.
2. Reduce the amount of processed foods you eat.
3. Make your own dressings, sauces and condiments.
4. Look for a few easy dessert recipes that don't contain added sugar, prepare and freeze for quick access when the sugar cravings hit—look for keto or paleo recipes.

Reducing or cutting out sugar from your diet is part of a journey towards better health. It will take time and effort but is worth the investment. ●

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Illness does not arrive suddenly, though it may seem to do so. It is usually the result of a build-up of physical or emotional stress. This build-up leads to imbalances in the body/mind system which ultimately lead to physical symptoms.

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basics of essential oils

part 3: internal

"In France today, many medical doctors and hospitals prescribe essential oils as an alternative to antibiotic treatment, whereas in most other countries the idea of using natural aromatics as a form of medical treatment is still very radical." As Julia Lawless pointed this out in her book *The Complete Illustrated Guide to Aromatherapy* in 1997, today aromatherapy for health is becoming so widespread worldwide that danger is rising due to misinformation about the safe and responsible use of essential oils.

While controversy remains regarding the internal use of essential oils, there is substantial proof that the safe internal use of essential oils—that administered and monitored under medical supervision—is indeed a highly effective and beneficial treatment to illness. It is important to note however that internal use of essential oils is a diagnosis for illness and not a fresh breath lozenge despite the marketing propaganda of many essential oil manufacturers.

D. Pénoel in his article *This is also Aromatherapy* in *The International Journal of Aromatherapy*, 1991, cited by S. Battaglia, states "that in the case of serious infections, the only way that aromatherapy can help is an internal, massive and repetitive aromatic treatment involving strong antimicrobial essential oils taken by oral ingestion every 20 minutes." Battaglia goes on to say that Pénoel "suggests that within three days such an infection can be completely eliminated by such a treatment". (Source: S. Battaglia, *The Complete Guide to Aromatherapy*, Second Edition, The International Centre of Holistic Aromatherapy, 2003, p. 373)

Pénoel is not the only advocate for supervised internal use of essential oils. Julia Lawless says that "attitudes are beginning to change and plant medicines are being re-evaluated using modern research techniques." (Source: Julia Lawless, *The Complete Illustrated Guide to Aromatherapy*, Element Books, 1997, p. 88)

Len Price comments in *Aromatherapy for Health Professionals*, that he and his co-editor Shirley Price "have used essential oils in this way [internally] for three decades for sore throats, stomach upsets, cystitis and constipation, with no reported adverse effects."

He further remarks that "the potential effectiveness of essential oils can be increased because the digestive system extends from the mouth to the anus. The digestive system is the source of many skin, lung and ENT [ear, nose and throat] problems and aromatherapy can have useful effects when administered in this way, and an aromatherapy treatment should, on occasion, include a blend for the digestive route." (Source: Shirley Price, Len Price, *Aromatherapy for Health Professionals*, Fourth Edition, Elsevier, 2012, p. 136)

Franchomme and Pénoel observe that "oral intake remains a major route in serious aromatherapy treatments, in particular with regard to action on the intestinal flora." (Source: Shirley Price, Len Price, *Aromatherapy for Health Professionals*, Fourth Edition, Elsevier, 2012, p. 137)

In terms of adverse effects of internal use of essential oils, Battaglia sites Tisserand and Balacs, *Essential Oil Safety*, 1995 noting the following disadvantages:

- Possibility of nausea and vomiting
- Irritation of the gastrointestinal tract
- Much of the essential oil will be metabolised by the liver
- Destruction of the essential oil constituents by stomach acidity or enzymes in the intestines.

(Source: S. Battaglia, *The Complete Guide to Aromatherapy*, Second Edition, The International Centre of Holistic Aromatherapy, 2003, p. 373)

Despite these disadvantages, or cautions, the benefits of internal use of essential oils continues to be documented. Julia Lawless reminds us that “many modern medications can have harmful side effects and that growing numbers of bacteria are becoming resistant to once successful synthetic medications”. (Source: Julia Lawless, *The Complete Illustrated Guide to Aromatherapy*, Element Books, 1997, p. 88)

Not only this, but “repetitive antibiotic treatments and some food diets cause an imbalance in the intestinal flora and essential oils serve to redress this.” (Source: Shirley Price, Len Price, *Aromatherapy for Health Professionals*, Fourth Edition, Elsevier, 2012, p. 136)

Cautions for internal use of essential oils

Understanding that essential oils can be taken internally, what can we do to ensure maximum safety and minimum risk in this method of application? Here are five safety tips for you to consider before internal use of essential oils.

Safety Tip 1: Only a qualified medical aromatherapist (aromatologist) can recommend ingestion of essential oils.

“The International Federation of Aromatherapists Australia Code of Ethics states that: no aromatherapist shall use essential oils for internal ingestion or internal application nor shall any aromatherapist advocate or promote such use of essential oils unless the practising aromatherapist has medical, naturopathic, herbalist or similar qualifications and holds an insurance policy which specifically covers the internal application of essential oils.” (Source: IFA Code of Ethics, Simply Essential, No. 11, December 1993, S. Battaglia, *The Complete Guide to Aromatherapy*, Second Edition, The International Centre of Holistic Aromatherapy, 2003, p. 373)

Safety Tip 2: When ingestion of essential oils is recommended by a qualified medical aromatherapist, ensure your therapy is regularly monitored by them and adjusted according to your reactions.

Safety Tip 3: Knowledge of the constituents of the essential oils is paramount when essential oils are taken orally.

Your treating practitioner must know the contraindications of each essential oil they are diagnosing as well as be equipped to determine the strength of their concentration and the best diluents to be used in the application.

“Alcohol and honey water are the most usual diluents (Valnet 1980), though vegetable oils (such as hazelnut and olive oils) are excellent for this purpose.” (Source: Shirley Price, Len Price, *Aromatherapy for Health Professionals*, Fourth Edition, Elsevier, 2012, p. 136)

Essential oils are not lozenges and therefore should not be treated as such. Essential oils should be thoroughly mixed with the diluent before taking internally to allow dispersion of the essential oil. Taking essential oils neat internally is not recommended and can cause irritation to the mucous lining.

“Some essential oils have an unpleasant odour, some taste quite bitter, and some may irritate the mucous lining; for this reason essential oils to be taken by mouth are frequently put into capsules.” (Source: Shirley Price, Len Price, *Aromatherapy for Health Professionals*, Fourth Edition, Elsevier, 2012, p. 137)

Safety Tip 4: Essential oils should not be ingested long term. They are recommended to be taken internally for treatment of specific illnesses or health issues under medical supervision.

Your medical aromatherapist should be qualified to determine how long the treatment they are recommending should take. “Ingestion continued for too long can eventually lead to toxic build-up in the liver.” (Source: Shirley Price, Len Price, *Aromatherapy for Health Professionals*, Fourth Edition, Elsevier, 2012, p. 136)

Safety Tip 5: Despite the labelling of some essential oils as GRAS (Generally Regarded As Safe) for ingestion, do not take essential oils internally without the proper medical treatment or if you are pregnant. Do not give essential oils internally to children or the elderly.

For more information, regular articles and information about essential oils and their therapeutic and safe use, please visit theessentialshop.com.au and subscribe to our monthly newsletter.

the big screen: across the pacific

Across the Pacific is a 1942 American spy film directed by John Huston. The film was completed by Vincent Sherman when Huston was called to serve in the military. Humphrey Bogart, Mary Astor and Sydney Greenstreet are the stars.

What is interesting about the film is its historical relevance for the time. "It was planned that the film would portray an attempt to avert a Japanese plan to bomb Pearl Harbor. When the real-life Pearl Harbor bombing occurred, the script was quickly rewritten to change the location of the planned attack to Panama." (Source: https://en.wikipedia.org/wiki/Across_the_Pacific)

A dishonoured army captain Rick Leland (Humphrey Bogart) is court-martialed and discharged from the U.S. Coast Artillery after he is caught stealing money. He tries to join the Canadian Army, but is rejected. He boards the Genoa Maru, a Japanese ship, to make his way to China via the Panama Canal to fight for Chiang Kai-Shek or, as he puts it, "anyone who will pay for his services."

On board, he meets a gorgeous Alberta Marlow (Mary Astor), as well as Dr. Lorenz (Sydney Greenstreet). Dr. Lorenz is a professor of sociology and sympathetic to the Japanese cause.

As the plot unravels, we learn that Leland (Bogart) is a U.S. secret agent trailing Lorenz (Greenstreet) who is a known enemy spy. Marlow's (Astor) identity remains a mystery, until she is later discovered to be a clothes buyer for a famous department store and the daughter of Dan Morton (Monte Blue), the owner of a successful estate in Panama called Bountiful Plantation.

We are also introduced to a Japanese-American, Joe Totsuiko (Victor Sen Yung), Lorenz's muscle man.

As Leland enters Lorenz's confidence after saving his life on board the Genoa Maru, he begins to work for him in Panama.

At the hotel where the protagonists are staying, Leland delivers up-to-date U.S. patrolling plane schedules to Lorenz, who then has him beaten by Totsuiko. Hours later, Leland wakes to find that both Lorenz and Marlow have left the hotel.

Leland is then given a lead to head out to the Bountiful Plantation where he sees a torpedo bomber being prepared. Leland is spotted and captured and brought to Lorenz at the house of Dan Morton, where Marlow is held captive.

Marlow's true identity is now revealed, and to Leland's relief she is ignorant of Lorenz's schemes. Her father is an alcoholic whose weakness is being exploited by Lorenz who uses the Bountiful Plantation as his base for espionage activities.

Lorenz reveals their plan to torpedo the Panama Canal Locks. He then leaves for the airfield to oversee the take-off of the torpedo-loaded plane. In the house, Leland wrestles Totsuiko who shoots Morton during the struggle. Leland knocks out Totsuiko and follows Lorenz to the airfield. He takes over a machine gun and shoots the bomber aircraft killing the pilot, an Imperial Japanese prince.

Returning to the house, Leland finds a defeated Lorenz attempting to commit suicide. He is not able to go through with the suicide and begs Leland to shoot him in the head. Leland refuses and takes Lorenz as prisoner to Army Intelligence.

Despite Huston's opinion that the ending lacked credibility, I have enjoyed this film, mainly because of the relationship and banter between Bogart and Astor as Leland and Marlow. Unlike in her role in *The Maltese Falcon*, it's nice to see Mary Astor play a character that is honest and innocent. Her vitality and charm is wonderful. Bogart and Astor engage in one of the sweetest romances I've seen portrayed by either of these actors. Together they make this film a real treasure. ●



photo focus: 88 stars

It's been a while since I last did portraits. I arrive at the hotel at 9.45am. It's too early and I need to wait for my subjects to get out of the lecture. There are 88 of them.

I have been hired to photograph an astrophysicist convention in a well known Blue Mountains resort. These are probably the most intelligent portrait subjects I'll ever get to photograph.

It's a good thing there's a whole constellation of them.

I talk to my contact. She suggests we do the shoot outside, in front of some greenery in the back of the hotel.

All I need is a decent background, and the sun facing me. "We don't want people squinting in the sun," I tell her.

It's almost time. I've checked my camera settings. My flash works. It's a beautiful day in the Mountains and I've been in Australia for almost ten years. When I arrived I had nothing, I think to myself. Now I'm photographing scientists.



And then they start coming. The first person steps inside the designated area, smiles like a star and moves away. This is going to be a fast ride. I greet everyone with a hello or how are you going.

Then, a quick glance at the back of the camera to make sure that the focus is spot on.

"Thank you very much."

Next!

I feel like the soup nazi in Seinfeld. Except this time everyone gets their soup.

The portraits are over in an hour. My contact tells me she had a photographer somewhere in Perth that took an hour to get the lights right. I think of soft boxes and elaborate lighting diagrams.

The more you learn the less you need. This time, all I needed was my camera, the sun and a flash.

And 88 stars. ●



