

T H E
F O R T L I F E

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THE

FORT Life
And More...





THE TIDE. THE MOON. THE WEATHER. TIMING IS THE ADVANTAGE

Why Profit Is More Than Performance.

The Tide, The Moon, The Weather!

Imagine 156,000 men, some of them teenagers, risking their lives, without knowing their best chances of survival, relied on the decision of 1 man, and would not depend on their courage, military acumen, or technical capabilities.

The main players were;

The Tide.

The Moon.

The Weather.

The date is June 6, 1944, D-Day. A day to be remembered as one of the greatest military operations of all time. A day when impeccable **timing** mattered, and flawless execution would eventually lead to the liberation of Nazi-occupied Western Europe.

After almost 4 years of occupation, the allied countries led by General Dwight D. Eisenhower pulled off one of the greatest smoke and mirrors trick in battlefield history. Deception was the appetizer, preparation, the main course, execution, the dessert, and nature, the wine that settled all smoothly together.

Convincing the Germans that the attack would take place at the Pas-de-Calais, the narrowest point between Britain and France, and not the beaches of Normandy was the first challenge... but to truly pull this off, the tide had to be low so the German underwater obstacles and bombs could be visible and detected. The moon had to be full, so its light would provide the visibility necessary for planes and paratroopers to navigate and land, while the weather conditions had to be at the very least fair for a full on land, air, and sea operation.

If these conditions did not align at the perfect time, D-Day as we know it would be on a different date, or perhaps nonexistent at all.

In business the criteria is nearly identical.

Timing is what differentiates a restaurant from booming to closing within 12 months, a team from winning a championship to being #1 on the draft due a horrible season record, or a business leading an industry, to one collapsing into bankruptcy like Blockbuster.

Preparation without opportunity produces frustration.

Opportunity without preparation produces regret.

And sustainable success only arrives where the two intersect.

Just like the Allied forces strategized for years for something which took place within hours, we should take a page from history and apply it to both our personal and professional lives. We must be ready to perform when our number is called.

That is Happiness... no longer its pursuit.

Many often overlook the simple concept that success requires a variety of components thoroughly understood, studied, and practiced, so when opportunity calls, you are ready for your D-Day.

And although many can perform, very few know exactly when.

Businesses often make the mistake of confusing performance with profit.

Many companies and leaders know “how to move”, but movement is nothing more than activity. Profits are the reward of making the right moves at the right time.

For this you need discernment.

How many operations do you know who are parents to high revenue and low net profits for their industry?

These organizations tend to focus on the optics of revenue because high financials mask the inefficiencies of their infrastructure.

Oftentimes, these detriments are due to a lack of continuing preparation and awareness, as the machine becomes too big to adapt to the tides of change fast enough.

Bad hires, more inventory, more hours, can all accelerate a crash just as well as a few minor adjustments with the right foundation can accelerate growth.

The same principle applies to our homes.

There are so many examples of families with less than “desirable” annual incomes, living a healthier lifestyle with more financial freedom than their counterparts.



*[Relief of sick and wounded.] [World War 2. European Theater.] [Scene.] Normandy Evacuation.HD-SN-99-02701.
Original public domain image from Flickr*

Markets rise and markets fall.

6 years ago we were on lockdown paying \$1.00 USD for a face mask which now goes for .01 USD. 6 years later and we are paying twice what we paid three months ago for a liter of gas due to the conflict in the Middle East, but regardless of the event or circumstances, even amidst the chaos, someone is always winning and turning a profit, while others are reconsidering their life choices.

Being resilient will help you navigate the changing tides.

Being studious will give you the necessary tools to recognize cycles just like the Moon's. Being patient will provide you the confidence to swiftly act when "nature" gives you just enough of a break in the weather to act.

Every persistent leader will face a moment when preparation meets opportunity. Your personal D-Day.

But the question is not whether this moment will come, the question is whether you'll recognize it and be prepared when it does.

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TRAVEL

Timing Matters More Than The Destination

Every destination promises an experience. Few people stop to consider that the quality of that experience is often determined long before the plane ever leaves the runway. Timing, more than geography, shapes the memories we create, the opportunities we encounter, and ultimately the value we receive from every journey.

The assumption that a remarkable destination automatically guarantees a remarkable trip is one of the most common mistakes travelers make. Spectacular cities can feel uninspiring when visited during overcrowded seasons, while overlooked locations often reveal extraordinary character when explored at the right moment. The destination may capture our attention, but timing determines how much of it we truly experience.

This principle extends beyond avoiding long lines or securing lower airfare. Traveling at the right time changes the rhythm of an entire journey. It influences conversations with locals, access to cultural traditions, restaurant reservations, hotel availability, weather conditions, and even the emotional pace with which we absorb new surroundings. A destination rarely changes overnight. Our ability to appreciate it does.

Business travelers understand this concept well. Visiting a client before a major expansion, attending an industry conference before competitors arrive, or entering a developing market before demand accelerates can produce results that have little to do with distance and everything to do with timing. The same flight taken six months later may deliver an entirely different outcome despite following the identical route.



Leisure travel follows a similar pattern. The shoulder seasons between peak demand and slower months often offer the greatest balance of favorable weather, attentive service, and meaningful exploration. Museums become places of discovery rather than crowded attractions. Restaurants have time to share their story instead of simply serving another table. Luxury becomes less about exclusivity and more about presence.

Timing also affects the traveler. There are seasons of life when adventure creates growth and seasons when rest creates clarity. Choosing a destination without considering personal readiness often leads people to search for renewal in places that cannot provide it. A change of scenery may be refreshing, but it cannot replace the value of traveling with an open mind, sufficient time, and the willingness to engage with the world beyond an itinerary.

Perhaps this is why some of the most memorable journeys are not the most expensive or the most distant. They occur when preparation, opportunity, and perspective align. The location simply becomes the setting where those elements meet.

The greatest travelers learn to ask a different question. Instead of asking, "Where should I go next?" they first ask, "When is the right time to go?" That subtle shift transforms travel from a checklist of destinations into a deliberate investment in experience.

The world will always offer another city to visit, another coastline to discover, and another culture to admire. Those opportunities are remarkably abundant. The wisdom lies in recognizing that while destinations remain, moments do not. Choosing the right place matters, but choosing the right time is what transforms a trip into an experience worthy of remembering.



Image by Adobe Express

SALES

Knowing When to Push or Wait

The difference between a successful salesperson and a trusted advisor is rarely found in product knowledge alone. More often, it is revealed through judgment. Knowing what to say matters. Knowing when to say it often matters more.

Many sales professionals are taught that persistence is the defining characteristic of success. Follow up relentlessly. Ask for the order. Overcome every objection. While persistence remains an essential discipline, applying pressure at the wrong moment can accomplish the opposite of its intended purpose.

Opportunities are not lost solely because a salesperson failed to ask for the business. They are also lost because they asked before the customer was ready to answer.

Every buying decision follows a process. Before commitment comes awareness. Before confidence comes understanding. Before trust comes consistency. Attempting to accelerate these stages may create activity, but it rarely creates lasting relationships. Customers are not simply evaluating products or pricing. They are evaluating whether the person sitting across the table understands their challenges well enough to become part of the solution.

Patience should never be confused with passivity. Waiting does not mean disappearing. It means continuing to add value while allowing the customer's decision-making process to mature naturally.

A well-timed follow-up that introduces a meaningful insight will almost always outperform repeated requests asking whether a decision has been made.

Experienced sales professionals recognize that hesitation and objection are not always the same thing. An objection often signals uncertainty that can be addressed through information or clarification. Hesitation, however, may indicate that the customer is navigating internal priorities, budget approvals, leadership changes, or competing initiatives. Pressing harder during those moments may create resistance where none previously existed.

Timing also influences negotiations. Discounts offered too early communicate uncertainty. Concessions made too quickly reduce perceived value. Likewise, waiting too long to address legitimate concerns can cause momentum to disappear entirely. The strongest negotiators understand that every proposal has a natural rhythm. They know when to advocate firmly, when to remain silent, and when allowing a customer time to think is the most persuasive action available.

This principle becomes increasingly important in long-term business relationships. Today's conversation may not produce today's contract, but it may establish the credibility that earns tomorrow's opportunity. Organizations remember the professionals who respected their process long after they forget those who simply pursued a signature.

Great sales organizations build systems that support this philosophy. They measure activity, but they also value preparation. They encourage follow-up, but they reward relevance.

Their objective is not simply to close more business. It is to earn the kind of trust that produces repeat business, referrals, and partnerships capable of lasting for years.

Revenue is ultimately created by decisions. Those decisions occur when confidence outweighs uncertainty. The role of a salesperson is not to force that moment into existence, but to recognize it when it arrives. The discipline to push when conviction is high, and the wisdom to wait when patience creates greater value, often becomes the difference between winning a transaction and building a reputation.

In sales, timing is not the pause between conversations. It is the strategy that determines when every conversation should happen.



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OPERATIONS

Readiness Before Revenue

Growth is exciting. Readiness is profitable.

Organizations often celebrate new contracts, expanding customer lists, and increasing sales as signs of progress. While those achievements deserve recognition, they can also create a dangerous illusion. Revenue generated faster than an organization can support eventually exposes weaknesses that were always present but previously hidden by smaller volumes.

The marketplace has little patience for operational inconsistency. Customers may forgive an occasional delay or isolated mistake, but repeated failures quickly erode confidence. A business rarely loses its reputation because it sold too much. It loses its reputation because it promised more than it was prepared to deliver.

Operational readiness begins long before the first purchase order arrives. It is reflected in documented processes, dependable supplier relationships, accurate inventory management, effective communication, and clearly defined responsibilities. These systems often appear invisible when they function well, yet they become unmistakably visible the moment they fail.



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The customer may never notice a flawless warehouse operation, but they will certainly remember a missed delivery, an incorrect shipment, or a delayed response when a problem arises.

Leaders frequently underestimate the cost of reactive operations. Every emergency shipment, rushed purchase, last-minute schedule adjustment, or preventable customer complaint consumes resources that could have been invested elsewhere.

More importantly, these disruptions quietly reduce profitability. Revenue may continue to grow while margins steadily decline under the weight of unnecessary operational expense. Preparation is therefore not a cost center. It is a profit strategy.

The strongest operations are designed with capacity rather than convenience in mind. They anticipate seasonal demand, maintain supplier redundancy, establish inventory parameters, and develop contingency plans before they become necessary. Instead of asking how today's orders can be fulfilled, they continually evaluate whether tomorrow's volume can be supported without compromising quality or service.

This philosophy also applies to people. Employees perform with greater confidence when expectations are clearly defined, training is consistent, and accountability is supported by reliable systems. Teams that understand both their responsibilities and the purpose behind them make better decisions when unexpected situations arise. Operational excellence is rarely the product of extraordinary individuals. More often, it is the result of ordinary people executing extraordinary systems with consistency.

Technology, automation, and analytics continue to improve operational performance, but they cannot compensate for unclear processes. Software accelerates whatever already exists. Efficient systems become more efficient. Disorganized systems simply become disorganized at greater speed. Sustainable growth therefore requires organizations to strengthen their operational foundation before adding additional complexity.

Customers ultimately judge a company by its reliability. They remember whether commitments were honored, communication remained proactive, and expectations were consistently met. Those experiences determine whether a single transaction becomes a lasting relationship.

Every organization aspires to generate more revenue. Fewer invest the same energy into ensuring they are fully prepared to support it. The businesses that endure understand the distinction. Sales may create opportunity, but operations determine whether that opportunity becomes sustainable profit.

In business, growth should never outpace preparedness. Revenue may open the door, but operational readiness is what allows an organization to remain inside the room long after the excitement of the sale has passed.



PHILANTHROPY

Patience in Long-Term Giving

The true measure of generosity is not found in the size of a donation, but in the lasting impact it creates.

In a world that celebrates immediate results, philanthropy is often evaluated by visible milestones. Large fundraising campaigns, ribbon cuttings, and public announcements naturally attract attention because they provide tangible evidence of progress. Yet the most meaningful acts of giving rarely produce instant transformation. Their greatest return is measured over years, sometimes generations.

Meaningful philanthropy has always required patience. Providing a meal addresses today's hunger. Funding education may influence an entire lifetime. Supporting medical research, mentorship programs, community development, or scholarship initiatives often produces results that cannot be fully appreciated until decades later. The difference is not simply one of scale, but of perspective.



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This is where many charitable efforts lose momentum. Donors naturally want to witness the effect of their contributions, and organizations understandably feel pressure to demonstrate immediate success. While accountability remains essential, an excessive focus on short-term outcomes can unintentionally discourage investments that require time to mature. Some of society's most significant advancements were made possible because individuals chose to believe in a future they might never personally witness.

Long-term giving also recognizes that lasting change is rarely linear. Communities experience setbacks. Students encounter obstacles. Families rebuild gradually. Economic conditions shift.

Progress often unfolds through a series of small victories rather than dramatic breakthroughs. Philanthropy that remains committed during difficult periods frequently creates the greatest difference because consistency builds trust where temporary assistance cannot.

Strategic giving therefore resembles thoughtful investing more than occasional spending. It begins by identifying organizations with clear missions, responsible leadership, measurable accountability, and sustainable models for growth. Once confidence is established, patience allows those organizations to execute their purpose without constantly chasing short-term expectations that may distract from their broader mission.

This principle extends beyond financial contributions. Time, mentorship, professional expertise, and meaningful relationships often become equally valuable forms of investment. Teaching a skill, opening a professional door, or encouraging someone to pursue an opportunity may produce outcomes that exceed the value of a single donation. The most effective philanthropists understand that changing lives frequently requires more than writing a check. It requires remaining present long enough to see potential become reality.

History consistently demonstrates that enduring institutions are rarely built through isolated moments of generosity. They are sustained through repeated commitments made by people who understand that meaningful change requires persistence.

Schools, hospitals, foundations, and community organizations flourish because individuals continue giving even when recognition fades and immediate results remain difficult to measure.

Perhaps that is the greatest lesson philanthropy offers. The value of giving is not determined by how quickly it produces visible results, but by how deeply it influences the future.



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Seeds planted today rarely become towering trees tomorrow, yet every forest begins with someone willing to invest in growth they may never fully experience.

Generosity reaches its highest purpose when it is guided not by urgency, but by conviction. Patience transforms charitable giving from a momentary act of kindness into a lasting investment in people, communities, and generations yet to come.



Image by Magnific

TECHNOLOGY Adopting Tools at the Right Time

Technology has never been more accessible. Yet despite the endless supply of new platforms, applications, and artificial intelligence solutions entering the marketplace, one truth remains unchanged: adopting the right technology at the wrong time can be just as costly as adopting the wrong technology altogether.

Organizations often mistake innovation for progress. The excitement surrounding emerging technologies creates pressure to move quickly, fueled by the fear of falling behind competitors. While remaining informed is essential, rushing to implement every new solution rarely produces a competitive advantage. More often, it introduces unnecessary complexity, disrupts established workflows, and burdens employees with systems they were neither prepared nor trained to use effectively.

Successful technology adoption begins with a different question. Instead of asking, “What is everyone else using?” leaders should ask, “What problem are we trying to solve?” Technology should never exist simply because it is available. Its purpose is to improve efficiency, strengthen decision-making, reduce friction, or create measurable value. Without a clearly defined objective, even the most sophisticated software becomes an expensive distraction.

Timing plays an equally important role. Organizations must evaluate whether their people, processes, and culture are prepared for change before introducing new systems. Implementing automation into an inefficient workflow does not eliminate inefficiency. It accelerates it. Likewise, artificial intelligence cannot compensate for poor data, inconsistent processes, or unclear leadership.



Image by Magnific

Technology amplifies the strengths and weaknesses that already exist within an organization.

Preparation therefore becomes the foundation of successful implementation. Employees should understand why the change is occurring before they are asked to learn how the technology works. Clear communication reduces resistance. Proper training builds confidence. Measurable milestones allow leaders to evaluate adoption while making adjustments before small challenges become widespread operational issues.

There is also wisdom in resisting unnecessary urgency. Not every organization needs to be the first to embrace emerging technology. Early adopters often assume greater financial risk, experience more implementation challenges, and navigate software still undergoing refinement. For many businesses, becoming an informed early majority delivers greater value than becoming an unprepared pioneer. The goal is not to lead every technological trend. It is to adopt proven solutions when they align with organizational readiness and strategic objectives.

None of this suggests that businesses should become complacent. Ignoring technological advancement creates its own risks. Competitors improve productivity. Customers develop new expectations. Markets evolve. The challenge is not choosing between innovation and stability. It is knowing when each deserves priority.

The organizations that consistently outperform their peers recognize that technology is an enabler rather than a strategy. Competitive advantage is created by disciplined leadership, capable people, and effective operations. Technology simply allows those strengths to perform at a higher level.

Every new tool promises greater speed. Fewer promise greater wisdom. Sustainable success belongs to leaders who understand the difference. They resist chasing every innovation while remaining prepared to embrace meaningful change when the timing is right.

The future will continue introducing remarkable technologies. The organizations that benefit most will not necessarily be those that adopt first, but those that adopt with purpose, preparation, and impeccable timing.

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Difficulty: Medium

				2		4		3
3		9						6
	6			5			7	
					2			
4		2	1		6	9		7
			7					
5				4			9	
		3				5		8
8	4			6				

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