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**HOW TO: PLAN EFFECTIVELY, DETERMINE ROI,
DOMINATE YOUR MARKET, INCREASE SALES REVENUE**

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The How-to Guide for Starting & Improving a Business

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BEGINNER'S GUIDE TO

A Platform for Rapid, Steady Growth

CONSISTENT AND AGGRESSIVE GROWTH CAN BE REALISED THROUGH THE DEVELOPMENT OF BUSINESS DISCIPLINES AND SUCCESS PRINCIPLES.

Take your start-up to the next level with this collection of business growth articles selected from *Entrepreneur* magazine. In this booklet, expert writers will guide you through the disciplines and principles necessary to build a solid platform for profitable and sustainable growth.



Business Advice Tools:

1 HABITS FOR SUCCESS & PROSPERITY

World-renowned expert Brian Tracy on which habits to develop to take your business to the top. **PG 2**

2 DEFINE ROLES & STRUCTURE

Build your business as if it were a franchise and define roles upfront to build a solid foundation. **PG 6**

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How to use ROI (return on investment) to find the most favourable strategy to grow your business. **PG 8**

4 DOMINATE YOUR MARKET

Find out what it takes to get ahead of the competition. **PG 10**

5 GET MORE BUSINESS FROM FEWER CLIENTS

Rather than planting new accounts, cultivate the relationships with the customers you already have. **PG 12**

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For years business owners have been striving to grow their businesses bigger and bigger to achieve economies of scale. **PG 14**

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01 Habits for Success & Prosperity

WANT TO TAKE YOUR BUSINESS TO THE TOP? DEVELOP THESE HABITS AND ENJOY A SMOOTH JOURNEY. BY BRIAN TRACY

The absence of any one of these key habits can be costly, even fatal, to your company. When you become competent and capable in each of these areas, you will be able to accomplish extraordinary results far faster and far easier than your competitors.

1 Plan thoroughly. The first requirement for business success is the habit of planning. The better you plan your activities in advance, the faster and easier it will be for you to carry out your plans and get the results you desire once you start to work.

There is a "Six P" acronym that says, "proper prior planning prevents poor performance". Very often, the first 20% of the time that you spend developing complete plans will save you 80% of the time later in achieving the business goals you have set.

You need to ask yourself very specific questions and be sure to have crystal-clear answers (see box, page 5). Once you have asked and answered these questions,



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the next stage of planning is to set specific targets for sales and profitability. You must determine the exact amount of money, advertising, marketing, distribution, facilities, and administration and service people you will need in order to achieve your goals.

2 Get organised before you get started. Once you have developed a complete plan for your business, you must then develop the habit of organising the people

and resources you need before you begin. In organising, you bring together all the resources you have determined you'll need in the planning process. In the military, there is a saying: "Amateurs talk strategy, but professionals talk logistics."

It's essential that you determine every ingredient you'll need before you begin business operations and bring them together so they are ready to go when you open your doors or begin your project. The failure to provide even one important ingredient in advance can lead to the failure of the entire enterprise.

3 Find the right people. The third habit you must develop is the habit of hiring the right people to help you achieve your goals. Fully 95% of your success as an entrepreneur or executive will be determined by the quality of the people you recruit to work with you or to work on your team. The fact is, the best

Quick Tip:

The more thoroughly you plan each stage of your business activities before you begin, the greater the probability that you will succeed when you commence operations.

“ YOU NEED TO IDENTIFY THE TWO OR THREE THINGS THAT YOU DO THAT CONTRIBUTE THE MOST VALUE TO YOUR COMPANY AND THEN DELEGATE THE REST. ”

companies have the best people. The second-best companies have the second-best people. The third-best companies have the average or mediocre people, and they are on their way out of business.

4 Delegate wisely. The fourth habit you need to develop for business success is proper delegation. You must develop the ability to delegate the right task to the right person in the right way. The inability to delegate effectively can be the cause of failure or underperformance of the individual and can even bring about failure of the business.

When people start in business, they usually do everything themselves. As they grow and expand, the job becomes too large for one person, so they hire someone to do part of it. However, if they are not careful, they try to retain control of the task and never fully hand over authority and responsibility to the other person.

Whether you're an executive or entrepreneur, you need to identify the two or three things that you do that contribute the most value to your company and then delegate the rest. Learn to think in terms of "getting things done through others" rather than trying to do them yourself. It's the only

way you can leverage and multiply your special skills and abilities.

5 Inspect what you expect.

The fifth requirement for business success is for you to develop the habit of proper supervision. You must set up a system to monitor the task and make sure it's being done as agreed upon. The rule is: inspect what you expect.

Once you have delegated a task to the right person in the right way, it's essential that you monitor the performance of the task and make sure it's done on schedule and to the required level of quality.



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Remember that delegation is not abdication. You are still responsible for the ultimate results of the delegated tasks. You must stay on top of them.

When you have delegated a task, set up a system of reporting so that you're always informed about the status of the work. Be sure the other person knows what is to be done, and when, and to what standard.

Your job is then to make sure he or she has the time and resources necessary to get the job done satisfactorily. The more important the job, the more often you should check on the progress.

6 Measure what gets done. The sixth practice of successful entrepreneurs and executives is the habit of measuring performance. You must set specific, measurable standards and scorecards for the results you require. You have to set specific timelines and deadlines to make sure you "make your numbers" on schedule. Everyone who is expected to carry out a task must know with complete clarity the targets he or she is aiming at, how successful performance will be measured, and when the expected results are due.

Don't underestimate the importance

of selecting and defining specific goals, measures and activities that are then used as benchmarks for performance. In his book *From Good to Great*, author Jim Collins refers to the importance of selecting the "economic denominator" for a company, and for individual goals and objectives within that company. Whichever number you choose, it must be clear to everyone, and it must be monitored continually to make sure everyone is on track.

7 Keep people informed. The seventh habit of businesspeople is the habit of reporting results regularly and accurately. People around you need to know what's going on. Your bankers need to know your financial results. Your staff needs to know the status and the situation of your company. Your key people, at all levels, need to know what results are being achieved.

In a study on workplace motivation, several thousand employees said the most important factor leading to job satisfaction was "being in the know". People in an organisation have a deep need to know and understand what is going on around them in relation to their work.



EVERYONE WHO IS EXPECTED TO CARRY OUT A TASK MUST KNOW WITH COMPLETE CLARITY THE TARGETS HE OR SHE IS AIMING AT, HOW SUCCESSFUL PERFORMANCE WILL BE MEASURED, AND WHEN THE EXPECTED RESULTS ARE DUE.



Be a Better Planner:

DEVELOP THE HABIT OF ASKING AND ANSWERING THE FOLLOWING QUESTIONS:

- What exactly is my product or service?
- Who exactly is my customer?
- Why does my customer buy?
- What does my customer consider to be of value?
- What is it that makes my product or service superior to that of my competitors?
- Why is it that my prospective customer does not buy?
- Why does my prospective customer buy from my competitor?
- What value does he/she perceive in buying from my competitor?
- How can I offset that perception and get my competitor's customers to buy from me?
- What one thing must my customer be convinced of to buy from me, rather than from someone else?

The more thoroughly and accurately you report to people the details and situation of your business, the happier they will be and the better the results they will get. □

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02 Define Roles & Structures

BUILD YOUR BUSINESS AS IF IT WERE A FRANCHISE AND DEFINE ROLES UPFRONT TO BUILD A SOLID FOUNDATION. BY GREG FISHER

Recently I called three of my friends to find out if they wanted to join me for a Saturday morning mountain bike ride followed by a leisurely breakfast and catch-up session. All three are business owners and all three turned me down. One had to spend time compiling and sending out invoices that were three months overdue, the other had to work all weekend to push out a tender that was due on Monday morning and the final person had to visit a client



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who had called in that afternoon with a major problem that needed to be sorted out by noon the next day. As I pondered the situation I realised that my friends were really working hard and becoming overwhelmed by the challenge of managing a small but growing business. They were feeling the strain of being responsible for too many facets of the business; they felt like they were being pulled in 20 different directions and they were working crazy hours just to

try keep up with the everyday demands of the business.

This is a common situation for business owners. Early in the lifecycle of the business entrepreneurs land up doing everything themselves, from product development, marketing, sales and accounting, to delivery. As the business grows, so these demands increase. With the increasing demands, the entrepreneurs do not have the time to put in processes and systems to deliver on the company's offering. They get drawn more and more into the detail of every aspect of the business and the business becomes more and more dependent on the owner to keep delivering. This turns into a vicious cycle that restrains the growth of the business and can lead to burn-out on the part of the entrepreneur, or to poor quality products and customer service.

WHAT CAN ENTREPRENEURS DO TO STRUCTURE THEIR BUSINESS SO THAT IT CAN GROW WITHOUT CONSUMING THEM AND BECOMING TOTALLY RELIANT ON THEM?

One of the answers to this question is to approach the building of a new

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business with a “franchise mindset”, as described by Michael Gerber in his excellent book *The E-Myth Revisited*. In other words, as you build your business, set it up as though you are going to franchise it. A franchise is a recipe for a business that can be replicated many times over. You may have no intention of ever franchising, but if you adopt the franchise mindset you are forced to define the various roles in the organisation, set up the systems and processes for product and service delivery and put the goals and measures in place to ensure success. This establishes the foundations for effective business growth.

It is not easy to bring this sort of rigour and discipline to a small, growing business. It is much more fun to just create, sell and deliver. But if you don't define who does what and how things should be done you will eventually find yourself doing absolutely everything and forsaking every other aspect of your life to keep the business growing. □

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03 Get Your Plan in Action

USE ROI (RETURN ON INVESTMENT) TO FIND THE MOST FAVOURABLE STRATEGY TO GROW YOUR BUSINESS. BY DAVID MEIER

Most entrepreneurs have available to them more than one way to grow their businesses. The process of deciding on a growth strategy is ongoing, and the decisions that result can be critical to future success.

The search for real business growth, by creating permanent increases in profit as a direct result of measurable and sustained increases in sales volume, may not only be a reaction to opportunities in the marketplace, but also a requirement in order for your business to maintain market share.

The right decisions can conceivably have a major positive impact on your business's bottom line, thereby creating real growth. However, if you choose unwisely, or decide to do nothing when action is clearly warranted, the results can lead to a loss of growth potential, or even a period of negative growth [decreased sales and profitability].

As with so many issues in business, growth decisions should be based on objective financial data, consisting of relevant estimates

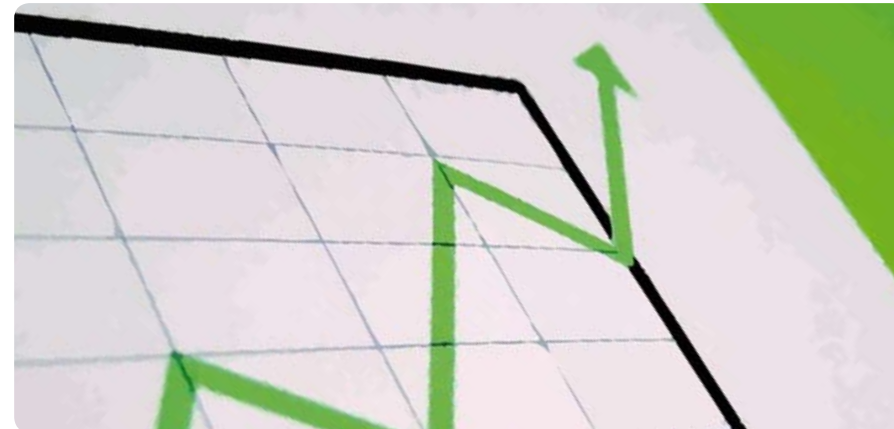
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and projections. Not every growth strategy can be expected to impact a business in the same manner, and over the same time period.

Think of your decisions in the context of ROI analysis. Each growth opportunity has an investment component, and you will be required to spend as a part of the process of implementing a specific growth strategy. The corresponding return you can expect from your investment in business growth can be represented as the increased profit your business is projected to incur, directly as a result of the sales increases created by your growth strategy.

FOR EXAMPLE: A retail business is considering growing by adding a new product line. The required investment to add the line is R300 000. This addition is expected to add R200 000 in annual sales, and as a direct result, a corresponding R50 000 increase in annual net profit. Therefore, the anticipated ROI from this additional [product] line is in excess of 16% [R50 000 divided by R300 000].



If the business is currently enjoying an overall 25% ROI, the question the owner must answer is, “Should I invest R300 000 in the addition of the new product line to earn an ROI that is nearly 9% less than my business is currently earning [25% - 16% = 9%]?” The correct answer appears to be an obvious “no,” but there may be other business reasons that would cause the owner to decide to add this product line, such as the presence of a strong market demand for the new items.

In any event, once each growth strategy is converted into an ROI percentage, you can compare dissimilar growth options, and ROI can be used as a critical financial component in any business growth decision. Furthermore, just as ROI analysis can be used to evaluate these additional



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Strategic Roadmap:

1. Allow quality time for strategic thinking
2. Keep the plan simple
3. Make tough choices
4. Focus on all phases of the process: assessment, positioning, planning, implementation
5. Get your ideas/assumptions challenged
6. Check the ROI
7. Review regularly

growth strategies, it also can be used to evaluate business ideas, such as those of entirely new businesses. And fortunately, ROI analysis can be applied to these new business ideas well before an owner ever decides to invest in that new business. □

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04 Dominate Your Market

FIND OUT WHAT IT TAKES TO GET AHEAD OF THE COMPETITION. BY MARK HENRICKS



Jason Jennings the author of *It's Not the Big That Eat the Small... It's the Fast That Eat the Slow* and *Think Big, Act Small* reveals the five characteristics of companies that stay ahead of the competition:

1 They have executives who keep their hands dirty. That means entrepreneurs are on the frontlines with customers at least 50% of the time. Jennings explains: "This helps them keep their fingers on the pulse in the market they serve."



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2 They are quick to let go of yesterday's breadwinners.

If a product, service or method worked once but its day has passed, they let it go. "They don't cling to the attitude that if something has always been done this way, it must be done this way," says Jennings. "And they let go of the idea that the CEO's ideas are sacrosanct. Businesses waste too much time trying to breathe life into something that's dead or trying to make something work because it's the CEO's idea."

3 They generate real solutions.

"The big word today in business is solutions," Jennings says. "But most companies are still just selling stuff, slamming boxes." Entrepreneurs who manage to stay ahead of the competition create authentic win-win solutions for their customers. Jennings cites the story of one entrepreneur who started out by sewing nurses' uniforms, then began providing all kinds of disposable items for hospitals, and now is taking over the purchasing function for entire hospitals – saving their customers millions of rands in the process. "That's a win-win solution," affirms Jennings.

4 They get every employee to act like an owner.

They do so by basing pay and bonuses on the value each person adds to the business. "You can't have everybody think and act like an owner until you pay everybody like an owner," Jennings stresses. "Owners don't get paid unless they create value, but if they create lots of value, they get paid a lot. If they create tremendous value, they get tremendous pay."



**WHEN AN
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Key Principles

When an entrepreneur has a manageable number of key principles, and everyone in the company knows them, more people are able to make decisions. Employees don't wait for the hierarchy to make decisions, which speeds up decision making incredibly.

"Being fast or staying ahead of the competition has nothing to do with physical speed," Jennings says. "It has to do with thinking fast, deciding fast, getting to market fast and maintaining momentum. And the only way you can be fast is by making sure everybody in the company knows how decisions are made."

5 They base their business on a set of five or six values or principles. "It became very popular a few years ago for companies to come up with a lofty set of 15 or 20 values," Jennings notes. "They hung them on the wall, published them in the annual report and talked about them once a year at a company meeting. Then they went back to doing everything the way they did it before." □

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05 More Business from Fewer Clients

RATHER THAN PLANTING NEW ACCOUNTS, CULTIVATE THE RELATIONSHIPS WITH THE CUSTOMERS YOU ALREADY HAVE. BY RAY SILVERSTEIN

It's both a problem and a blessing: You have one or two very large accounts that make up the bulk of your business. According to what you may have been told, such a concentration is very risky; you should never put all your eggs in one basket. Or should you?

Most experts would advise you to get more accounts, reducing your concentration of business. But your major accounts are likely to grow at a faster pace than your new ones. The concentration will remain — and you will continue to be vulnerable.

There's nothing wrong with trying to grow other business. But I'd like to suggest a different approach. Instead of reducing your business concentration, consider providing services outside your core business or activity. In doing so, you'll add value to your account.

With that in mind, ask yourself: Do I know all the key players involved in my main account? If not, get to know all the departments and personnel involved in the account.

The more you can learn about your account, the more you can help it with its endeavours. Knowing a

“
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company's internal workings allows you to move seamlessly within the business, solving more problems and taking on more projects.

Bankers believe that if they touch base with a customer five or six times, the probability of losing that account diminishes substantially. It takes a great effort for a customer to move all his or her business from a source that's providing multiple services. The same rule applies here.

Knowing your customer's business gives you the knowledge to provide extra value. This value may translate to offering any number of additional services, from packaging and markings to engineering and sub-assemblies.

But don't just fly by the seat of your pants. Create a customer marketing plan, a special plan just for that key account. Starting with your knowledge of the company, develop action plans for building relationships in unfamiliar departments.

To do this, you'll want to create an organisation chart of your customer's business, including all lines of responsibility and authority that impact your product or service.



The next step is to anticipate the needs and concerns of each department through a measurement of the “pain” they are likely to experience. For example, if you are supplying parts for production, you might guess that their pain includes the lost production time from equipment breakage. In response, you might offer to warehouse spare parts, so their equipment will never go down for long. Make the suggestion before it even occurs to them to ask. Or, offer to provide them with parts on a consignment basis that they can keep on the premises.

In other words, the goal is to provide meaningful solutions that not only generate additional business

for you, but also create a barrier for your competition.

Once you've defined additional products and services your account can use, determine to whom you should present your solution. Then, start preparing your presentation, initiating your marketing plan. Having a concentration of business is a legitimate concern. But by diversifying your existing account, you can make your relationship more substantial. Is putting all your eggs in one basket really so risky? Not if you hard-boil them first. □



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06 Avoid Diseconomies of Scale

FOR YEARS BUSINESS OWNERS HAVE BEEN STRIVING TO GROW THEIR BUSINESSES BIGGER AND BIGGER TO ACHIEVE ECONOMIES OF SCALE. BY GREG FISHER

The concept of economies of scale implies that the bigger the business gets, the cheaper it becomes to produce or deliver products or services. This happens because the more units the business sells the more units there are to absorb fixed costs. However, as an organisation grows, certain additional costs creep in. These costs are real and in some cases the cost of growing big can outweigh the benefits.

So as your business grows, be aware of the following diseconomies of scale:



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THE COST OF COMMUNICATION.

With organisational growth, it becomes more and more difficult for employees to communicate effectively within the organisation. To overcome this, business owners should consider:

- **Size matters.** Keep teams and business units small.
- **Create a virtual meeting space.** Consider collaborative online work spaces such as discussion boards or wiki's

- **Build in space and time for relaxation zones.** Providing areas, such as chat spaces or coffee rooms, where employees can gather, relax and interact.

- **Identifying and using the natural communication mechanisms that emerge in the organisation.** For example, the founder of Geek Squad, an IT services provider, discovered that his employees used online computer games to interact and communicate with one another.

- **Duplication of effort.** With growth there is an increased risk that two or more people carry out the same tasks. Aim to create an open workplace where people share what they are doing and can see and hear other employees. Open workplaces are enabled with open plan offices, shared coffee breaks, social interactions at work and heightened communication across the board.

- **Top heavy companies.** As the business grows, too many chiefs can creep into the system. An oversupply of bosses can slow down decision making and cause

“**MAKE PEOPLE UNCOMFORTABLE WITH THE STATUS QUO BY HIGHLIGHTING THE CURRENT REALITY AND HOW THAT MAY LEAD TO A VERY BLEAK FUTURE.**”

confusion among employees. Avoid having too many managers and be clear on each manager's accountability. Ensure that employees know which chief does what.

- **Office politics.** Nip it in the bud whenever you see or hear it and avoid getting drawn in at all costs. Set the example.
- **Decision makers isolated from the results of their decisions.** Get decision makers to the front line. In larger companies this often requires a deliberate effort, but it is critical. Managers must interact with customers and front line employees at least weekly.
- **Inertia.** An unwillingness to change. Create a burning platform when change is required. Make people uncomfortable with the status quo by highlighting the current reality and how that may lead to a very bleak future. Be visual as well as verbal in drawing people's attention to the need to change. □

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07 Adapt to Survive

IS YOUR COMPANY TOUGH AND TENACIOUS, OR LITHE AND LIMBER? BY ROBERT KIYOSAKI

There are two interpretations of “survival of the fittest”. The first and more widely accepted is the idea of being competent and able – as in being physically fit. This interpretation fits well with the saying, “Only the strong survive”. The second and less accepted interpretation is survival of the most adaptive or flexible – survival belongs to those who can fit in a new environment.

In January this year, General Motors Corporation announced it was seeking to cut costs by \$11 billion (about R80 billion). It planned to achieve these cost savings by reducing worker healthcare benefits, letting go of 30 000 workers and closing or consolidating a dozen plants.

In that same month, Google opened an office in Phoenix. Suddenly, local companies were losing IT workers to the high pay and benefits Google was offering.

General Motors and Google are examples of the two definitions of “survival of the fittest”. Suddenly, the biggest and strongest automaker in the world was finding it more difficult to survive, simply because it wasn’t flexible or able to adapt.

“ONLY THE STRONG SURVIVE” (IS ONE INTERPRETATION.) THE SECOND AND LESS ACCEPTED INTERPRETATION IS SURVIVAL OF THE MOST ADAPTIVE OR FLEXIBLE – SURVIVAL BELONGS TO THOSE WHO CAN FIT IN A NEW ENVIRONMENT.

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At the same time, Google, a young company, fits into the new economic environment and has become the new 800-pound gorilla of the business world.

The comparison of General Motors and Google holds valuable lessons for all entrepreneurs. What kind of fit do you and your company want to be? Do you want to be fit by being the biggest and the strongest, or by being adaptive and flexible? Are you building a company that looks like a muscle-bound bodybuilder, or are you building a company that looks like a yoga instructor?

As an entrepreneur, my company’s growth and success are dependent on being strong as well as flexible. Adapting means keeping an open mind and not becoming too attached to yesterday’s successes. It also means hiring strong and flexible people rather than bodybuilders bulked up with degrees and corporate titles.

Though both types are strong, the question is: Which body type and, ultimately, which company type, is best designed for survival? □

ROBERT KIYOSAKI is author of the Rich Dad series of books, as well as an investor, entrepreneur and educator. © Entrepreneur Media, Inc. All rights reserved.

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