

Your
Business
Success

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Business
Success
Guide and
Workbook



by Peter Hickey

Welcome

Dear Business Owner/Manager,

As a business owner myself, I fully appreciate the personal discipline you have cultivated to be successful. Long hours, often no weekends and continually sacrificing time that you would rather spend with the family.

Sometimes we make the path to success harder than it actually is by becoming swamped by the detail and taking on too much ourselves. It is time we changed that! This workbook, methodology and processes, combined with the software and mentoring is the answer you have been looking for to make your journey more direct and enjoyable.

Let's make running a business one of the most rewarding, exciting and fulfilling adventures you ever undertake!

In the following pages I have shared some of the key practical strategies that have made a difference in my business and the tens of thousands of businesses around the world that deploy components of the MAUS systems and processes. We have combined these systems into one easy to administer, easy to implement business success program.

It is often the case that just a few small changes can shift mountains. All it takes is the willingness to change and the conviction to see it through.

MAUS has a national network of "Your Business Success" business advisers and coaches to assist you in implementing these systems and programs.

MAUS also has a compilation of tools we have developed in co-operation with leading industry experts that are designed to make your job easier. Remember that for more than 20 years the MAUS brand has been helping business owners achieve their goals. With over 60,000 users globally, MAUS has one of the most comprehensive ranges of business software in the world. For further information about our software or the possible engagement of a business adviser or coach, visit the MAUS website at www.maus.com or the "Your Business Success" website at www.yourbusinesssuccess.com.

Yours sincerely,



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The Your Business Success Program



Program Overview

The #1 reason for failure for CEOs, Business Owners and Managers today is strategy execution.

Consider that less than 10% of strategies are successfully implemented and 70% of CEO failures are a result of poor execution. MAUS has launched the **“Your Business Success”** program designed to improve small to medium-sized businesses and drive value to the business owner.

If building a successful business is important to you then this program will help you to achieve your results. The most successful businesses are those that are able to define their success factors and then build systems to automate and drive the business forward.

Why do business owners struggle?

Analysing what constitutes success and failure and analysing the business, market, economic and social pressures and barriers that impact this outcome could become a whole body of work in itself.

Let's keep it simple in this guide.

Although success is measured in a number of ways there are two statistics that I believe relate directly to what most business owners regard as having achieved success. The first is business profitability and the second is the ability to build productively the value of the business and then to successfully sell that business.

What % of businesses make a profit	39%
What % of strategies are executed?	10%
What % of employees are engaged?	31%
Percentage of business owners that successfully sell their business?	21%

The source of these statistics is referenced at the end of this chapter.

Research indicates that only 39% of small businesses are making a profit. (1) That is less than two in five businesses. Another study reveals that as many as 80% of all business owners actually make less than the average weekly wage and 40% make less than half the weekly wage of full-time adult workers. (2)

If we examine the second measurement of success as being the facility for a business owner to build the value of a business so it can be successfully sold or harvested, then it is interesting to note that only 21% of business owners successfully sell their business. (3)

Well, does that information surprise you? How could any business owner ever hope to successfully sell the business if they are not making a profit?

Given that small businesses in general seem to have a low profitability rate, the next logical step to consider if we are building a “business success” program is review how we can increase this level of profitability. If we condense it to one simple concept, **businesses make a profit if they execute or implement their strategies.**

This very simple concept has to be the essential ingredient for success. So, what is the strike rate of executing strategies? Well, once again, very poor. Research indicates that less than 10% of strategies are being implemented. (4) Small- to medium-sized businesses just do not have the right systems in place. And when you drill deeper to analyse “WHY” you will discover another interesting statistic. **To execute strategies you need motivated, engaged employees.** So, if a business has a high number of disengaged or unmotivated employees then it is a logical outcome that they will struggle to execute strategies.

A global survey indicates that in the average business only 31% of employees are engaged. (5) i.e. Only 31% of employees are actively motivated to support and be proactive in their jobs. Based on that statistic, a whopping 69% of the workforce is likely to become a barrier to your success.

Program Overview

Summarising these statistics:

To ensure business success, therefore, we need to work from the ground up to guarantee ultimate profitability and saleability. It remains extremely doubtful that any business will be saleable if it is not profitable. How could a business make a profit if it is not executing strategies and how can that business execute strategies if employees are not engaged?

In this age of technology – can we bottle success?

The **“Your Business Success”** program will ensure a higher probability of success by essentially “bottling” your strategy and an implementation pathway into a high performance business model.

Having run growing thriving businesses and been one of the few fortunate business owners who built a one man business from my bedroom before successfully selling to a multi-national for millions of dollars I can reveal that focusing on the foundations of your business can generate an immeasurable level of success. This is far more rewarding than crafting clever ideas that never get implemented and never materialise into wealth.

The power of technology helps us to harness the automatic and systemised routines which form the basic communication framework.

Therefore this program provides:

1. A strategic framework that produces an environment that is conducive to making good decisions. This is a unique way of assessing your business. The core of the framework is loosely adapted from the Balanced Scorecard methodology (**Kaplan and Norton**) which has been recognised by the **Harvard Business Review** as one of the most significant management practices of the past 75 years. We have coupled with this a set of simplified “step-by-step” templates to help you evaluate your direction and commence building your strategic scorecard.

2. An auto-pilot system that enables you to document your strategies, action plans and milestones and implement a systemised business review process. This auto-pilot system combines with our staff communication and weekly priority modules to lock in your strategies and make sure they are being implemented. And then, of course, we locked in a central repository for you to put your policies and procedures and workplace documents so all staff can access these at any time.
3. A communication framework designed to motivate, encourage and focus your employees.

The result is a program that has an extremely high probability of turning your businesses into a high-performance highly profitable business that should be highly saleable!

- (1) National Federation of Independent Business' Education Foundation report
- (2) ABS cat no 8175.0 (Average earnings of business owners)
- (2) ABS cat no 6302.0 (Table 1: Average Weekly Earnings, Key Figures, November 2012)
- (3) ABS (Business Exits, Australia, cat no 8144.0)
- (4) Adapted from Kaplan and Norton, *The Strategy-Focused Organisation, 2000*, and Paul Niven, *Balanced Scorecard Step-by-Step, 2003*
- (5) Employee Engagement Report 2011, *Beyond the numbers: A practical approach for individuals, managers and executives*, BlessingWhite

Outcomes of the program



Profit and value enhancement
– high performance business culture

1

Clear direction (business, personal and exit)
– less stress; more certainty and control

2

Staff accountability at all levels
– high staff engagement and morale

3

Strong platform for growth
– business systems and automation

4

What is included in the program?



This workbook is only a small part of the “**Your Business Success**” program. The program in its entirety also includes access to training, mentoring, online business audit and diagnostic tools as well as first class video training and business management templates.

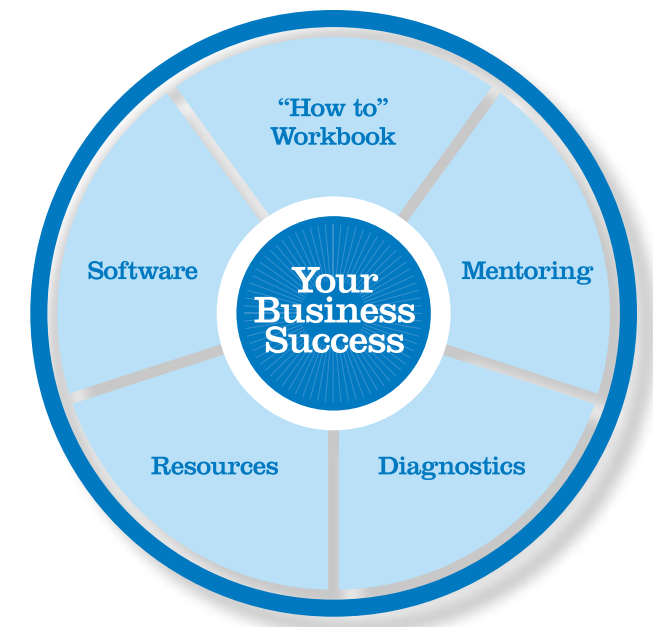
(**Note:** If you have purchased or been provided with a copy of this workbook through a reseller or strategic partner, you may also have access to the entire range of value-added resources and software on a trial basis. Contact your reseller or partner for access codes to the website so you can register.)

Five great resources to help your business grow, integrated into one simple program

The “Your Business Success” program includes:

1. **Workbook:** This workbook includes a step-by-step guide that outlines a breakthrough management strategy. *It will take you through the development of your strategy and the articulation of your goals and vision. It will also suggest strategies to improve employee engagement that can be implemented with the software. It will review how to improve the value of your business.*
2. **Software:** The award-winning MAUS Hub - Strategy Execution Software is a cloud-based program that will become the core instrument to develop, align and drive your strategies. The software includes a number of different modules that will help you to achieve success. One of the key features of the software is the ability to tie in your strategy to the “day-to-day” running of the company. The program will automatically remind you and your staff to achieve your goals. It will provide you with a recording system to monitor performance at the company level and then drill down to employee activity. All the forms that staff need to use and policies and procedures can now be centrally posted. Your membership fee includes all upgrades and full technical support. We even guide you through setting up the program with our FREE training regimen.

3. **Mentoring:** When you sign up to the program you will be provided with two types of mentoring and training.
 - a. The first is free access for you and your staff to training on the MAUS Hub - **Strategy Execution** software program. MAUS conducts regular online training and will slot you and your staff into the next available session.
 - b. The second is an experienced business adviser who has been trained in the methodologies behind the “**Your Business Success**” program and software. They help in the development of your strategy, act as a sounding board or even help you to develop an exit and succession plan. They will step you through the first part of the program. The “**Your Business Success**” (YBS) advisers are independent consultants who have undergone an accreditation program in the YBS methodologies. When you sign up to the program your first session is free of charge. You may then elect to continue with the mentor’s services at an additional cost, or choose to walk yourself through the program. We would recommend that the effectiveness of having a third party, such as an external adviser, will far outweigh the cost.



What is included in the program? (cont.)

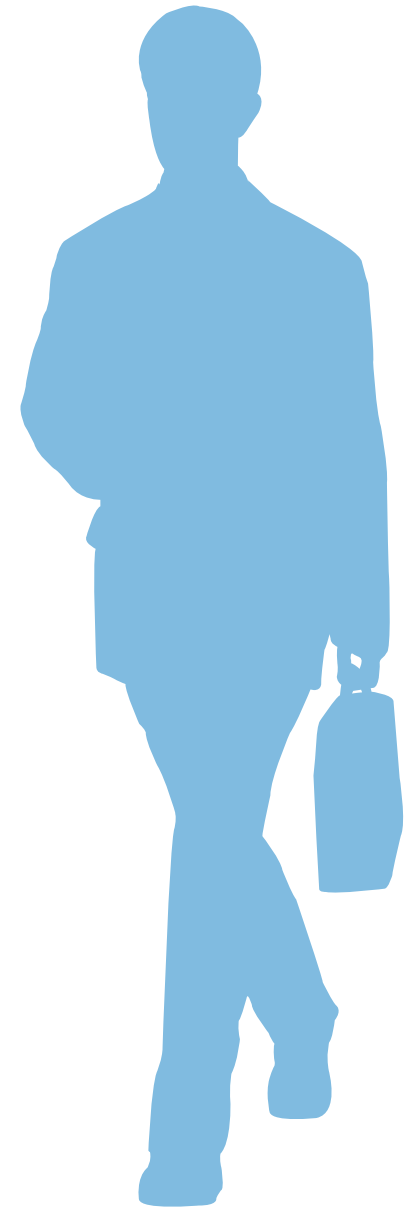
4. **Business Diagnostics:** In the back of this workbook is a whole series of questionnaires. You can complete these questionnaires and send them to your adviser to assist you in the analysis of your business weaknesses and shortfalls. Alternatively, there is an online version of these questionnaires within the software. You can complete them online and your adviser will send you a report. Some of the diagnostics that you will be able to access include:
 - a. **Financial Health Check:** This will give you an indication of the financial health of your business.
 - b. **Potential Buyer Attractiveness:** This will review your business and give you a score out of 100 on how attractive your business may look to a potential purchaser.
 - c. **System Analysis:** This will review the systems in your business and suggest changes
5. **Business Resources:** MAUS has developed one of the largest resource libraries for small-to medium-sized businesses. It includes content from a television series of the same name that was the most popular ever aired business series. The **"Your Business Success"** videos include advice from 84 top entrepreneurs and 200 business professionals. It also includes over 500 business articles covering a wide range of subjects. You have access to significant components of these series as part of your YBS membership fee.



Getting started is easy!

- ✓ **Market Research**
 - o Look at the market research section. Review your business in light of the research and assess your current business situation.
 - o At the back of this guide is the *"High-performance business"* quiz . Mark your business out of 100.
- ✓ **Refine and develop your financial goals and business strategy**
 - o Read the "workbook pages" section of the **"Your Business Success"** guide and start thinking about your business strategy. Get your staff (and business adviser if applicable) together for a series of brainstorming sessions.
- ✓ **Implement the powerful "Your Business Success" software**
 - o Appoint a **"Your Business Success"** (champion) in your business and attend the free training session on how to use and implement the software.
 - o Customise the software for your business and discuss how this will be implemented and at what level and within what timeframe.
 - o This will include the following areas
 - Monthly Scorecard (populated with your financial and business success factor goals.)
 - Monthly Scorecard Review (we recommend you review your business performance with an impartial individual, one who is removed from the business)
 - Milestones and 90-day action plans.
 - Employee Systems including staff weekly priority sheets.
 - All documentation in a centralised repository and all business operations documented and recorded in a policies and procedures manual.
 - Health and safety plans and incident registers to reduce liability and ensure a healthy workplace environment.

NOTE at the back of this Guide is a detailed implementation guide.



7 step

“Your Business Success” program

7-step “Your Business Success” program

This program has been simplified into three distinct phases

The first phase is the development of a business strategy. This involves three basic steps:

First we need to conduct a high-level goal review, including business, personal and exit planning goals. There will be some high-level strategic goals such as launching products or penetrating new markets that we will need to document to drive these goals. We will also need to consider and define what sets us apart from our competitors.

We should then start Step 2 with the customer in mind. What determines whether a customer is happy with our goods or services? These are called “success factors”. If we then focus on each success factor we develop the strategies, goals, action plans and milestones that become the structural core of our implementation program.

Phase two is the execution of the strategy. To achieve this, the business will need to review performance levels each month and fine tune the strategy and the execution plans where needed. An essential requirement is that the business becomes systemised and automated to deliver the expected high-performance results. The more systemised a business becomes, the less amount of time is required fire-fighting and time wasting. Blocks of more effective time can then be spent on strategy implementation.

The employees that are responsible for executing the strategies need to be motivated and engaged in the business. The more motivated these employees the higher the focus and productivity levels and hence the more successful the business.

With everyone on the one-page driving toward a common goal, phase three is then the continuation, encouragement and reinforcement of both the culture and the systems.

Phase 1 DEVELOP YOUR STRATEGY

- STEP 1** – High-level goals and strategy
- STEP 2** – Business success factors
- STEP 3** – Strategies, actions and milestones

Phase 2 EXECUTE YOUR STRATEGY

- STEP 4** – Monthly strategic review
- STEP 5** – Systems and workflow
- STEP 6** – Employee engagement

Phase 3 BUILD A HIGH PERFORMANCE CULTURE

- STEP 7** – Culture change and sustainability

7-step "Your Business Success" program



Phase 1

STEP 1 – HIGH-LEVEL GOALS & STRATEGY

Determine where you are now what you wish to achieve over a selected time frame: Include business/exit/personal goals. What are your high-level strategies?

STEP 2 – BUSINESS SUCCESS FACTORS

Review the success factors of the business and translate these into strategic goals. Start with your customer success factors and then review the other areas of your operations.

STEP 3 – STRATEGIES, ACTIONS & MILESTONES.

Review each of the strategic goals in the previous section and think through what you need to do to achieve this goal. Create a 90-day action plan and key milestones with dates and accountability.

Phase 2

STEP 4 – MONTHLY BUSINESS REVIEW

Each month, review your business performance and your strategy. Adapt your Business Plan to changing circumstances.

STEP 5 – SYSTEMS AND WORKFLOW

"Tidy-up the business" and develop the systems and workflow to help execute strategies that ensure the business is not totally reliant upon the owners.

STEP 6 – EMPLOYEE ENGAGEMENT

Align employee goals and targets with the company and then set in play a system to motivate and engage employees through consistent communication and accountability systems.

Phase 3

STEP 7 – CULTURE CHANGE AND SUSTAINABILITY

Ensure the long-term success of the program through continual top-level support and continual reinforcement of the system.

Phase

1

Develop Your Strategy

Important things to remember

STEP 1 – HIGH-LEVEL GOALS & STRATEGY

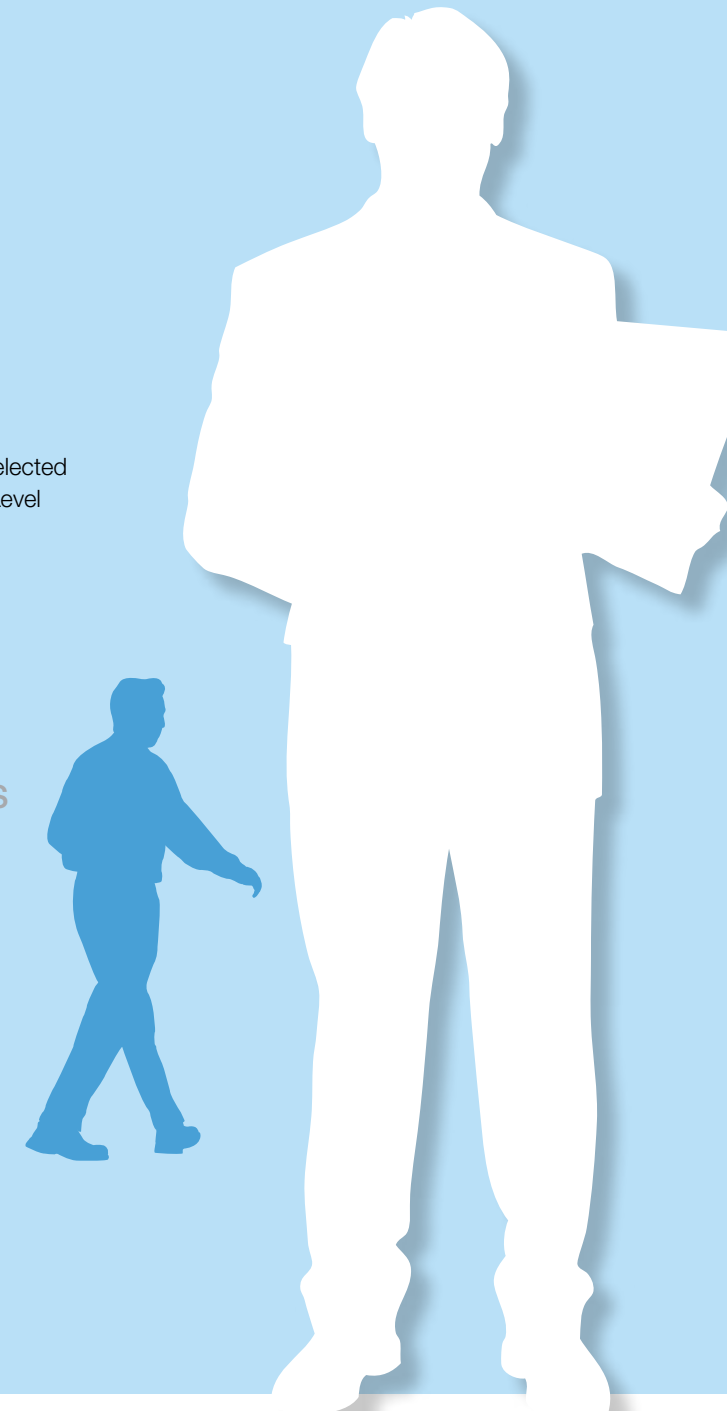
Determine **where you are now what you wish to achieve** over a selected timeframe: Include business/exit/personal goals as well as your high-Level strategy.

STEP 2 – BUSINESS SUCCESS FACTORS

Review the **success factors of the business** and then lock in your strategic goals.

STEP 3 – STRATEGIES, ACTIONS & MILESTONES

Create a 90-day action plan and key milestones with dates and accountability.



Develop Your Strategy

Key areas you will need to review during this phase

STEP 1 – HIGH-LEVEL GOALS & STRATEGY

This step determines **where you are now and what you wish to achieve** over a selected time frame:

- High-level business financial goals
 - o Revenue
 - o Profit
 - o Other
- Exit and Succession goals: Will the Business Owners exit or sell the business? If so:
 - o When, and
 - o for how much
 - o Develop a plan that maximises the value of the business and the shareholders' welfare.
- Personal goals: What are the financial objectives and strategies that will ensure that the business owners/managers are happy?
 - o Wage
 - o Stress
 - o Working hours.
- High-level strategies: What makes your business stand out from the crowd? What are the High-level strategies?

STEP 2 – BUSINESS SUCCESS FACTORS

This step determines the success factors of the business and locks in your business strategy.

RETHINK THE BUSINESS – BECOME CUSTOMER FOCUSED

- What determines whether your customers are happy?

DEFINE YOUR BUSINESS SUCCESS FACTORS AND CONVERT TO STRATEGIC GOALS

- Determine your Business Success factors and goals.
 - o To do this look at the list of factors that make your customers happy and then work out how your business can deliver those standards, features, customer service, product developments, etc.
 - o Extrapolate the total revenue and profit you wish to achieve into activity goals for the sales team, number of new prospects required, average value per sale and other driving success factors.
 - o Review systems and innovation and ensure you have goals in these areas.

STEP 3 – STRATEGIES, ACTIONS AND MILESTONES

Look through the list of strategic goals and success factors you compiled in the previous step and develop the strategies and action plans you will need to put in place to achieve these goals.

Develop key milestones with dates and accountabilities. Make sure you include:

1. 90-day action plan
 2. Annual milestones broken into
 3. Monthly deliverables
- OPTIONAL ADD-ON – Write a detailed Business Plan.

Phase

2

Execute Your Strategy

Important things to remember

STEP 4 – MONTHLY BUSINESS REVIEW

Each month review your business performance and your strategy. Adapt your Business Plan to changing circumstances.

STEP 5 – SYSTEMS AND WORKFLOW

“Tidy up the business” and develop the systems and workflow to help execute strategies and ensure the business is not totally reliant upon the owners.

STEP 6 – EMPLOYEE ENGAGEMENT

Align employee goals and targets with the company and put in place a system to motivate and engage employees through consistent communication and accountability systems.



Execute Your Strategy

Key areas you will need to review during this phase

STEP 4 – MONTHLY STRATEGIC REVIEW

This step ensures that you regularly review business performance and make adjustments where necessary.

- Monthly Scorecard and Accountability Process
 - o Break your goals into monthly goals and targets
 - o Establish a monthly meeting to review company results
 - o Review budgets and milestones
 - o Review success and obstacles
 - o Have systems that provide alert warnings. Some should include:
 - Competitor activity
 - Shifting market/consumer demand
 - Changes in market dynamics
 - Legislation
 - Internal operational efficiency.

STEP 5 – SYSTEMS AND WORKFLOW

This step develops the systems and workflow to help execute strategies

- Milestone/Project Accountability
 - o Develop projects and tasks to achieve the goals
 - o Make sure that people are assigned and accountable. Have a weekly/monthly reminder system
- Tidy-up the business: Document workflow/procedures
 - o Identify tasks that can be delegated away from the CEO
 - o Establish policies and procedures and workflows
 - o Standardise the business – if a question needs to be asked by any employee – then add a policy!
- Customer Service/Operational Accountability
 - o Every time an issue arises, document it
 - o Solve each issue and look for resolutions that minimise the probability of it recurring
 - o Assign accountability
 - o Review the CRM system
- QA/ Health and Safety/HR
 - o Review any possible threats of litigation and company obligations
 - o Every company needs to have a health and safety register
 - o Every company should have a set of employee policies and procedures
- Budgeting and Accounting
 - o Business financial modelling
 - o Financial forecasts
 - o Financial ratio.

STEP 6 – EMPLOYEE ENGAGEMENT

This step aligns employee goals and targets with the company and then sets in play a system to motivate and engage employees through consistent communication and accountability systems.

- Weekly Staff Priorities and Accountability
 - o “One-on-one” Meeting: Establish a weekly “one-on-one” meeting with your employees. For larger businesses it is recommended that employees split into teams and establish a team leader. Record 2-4 major achievements per week.
 - o Weekly Team Meeting: Establish a weekly team meeting. Discuss the organisation’s achievements, obstacles and initiatives.
- Monthly Employee Performance
 - o All Employees should be assigned KPIs and Targets based on the business strategy.
 - o All employees should have a job description.
 - o Key employees should present to the team leader (and in some cases the team) on their achievements and performance for the previous month. They should communicate the plan for the following month
- Yearly or 6-monthly Performance Appraisal and Review
 - o “One-on-one” performance appraisal
 - o Conduct a Performance Appraisal measuring all competencies, developments, goals, and KPIs for the year.
- Recruitment and People and HR Systems:
 - o Develop sound HR Strategies and Policies. Implement these systems in your business.
 - o Position or Job Description
 - o Employment Contract: All employees to be required to sign off that they abide by performance management system
- Work Culture
 - o Strive to breed a high-performance culture. “This is a high-performance business – we expect high quality.”

Phase

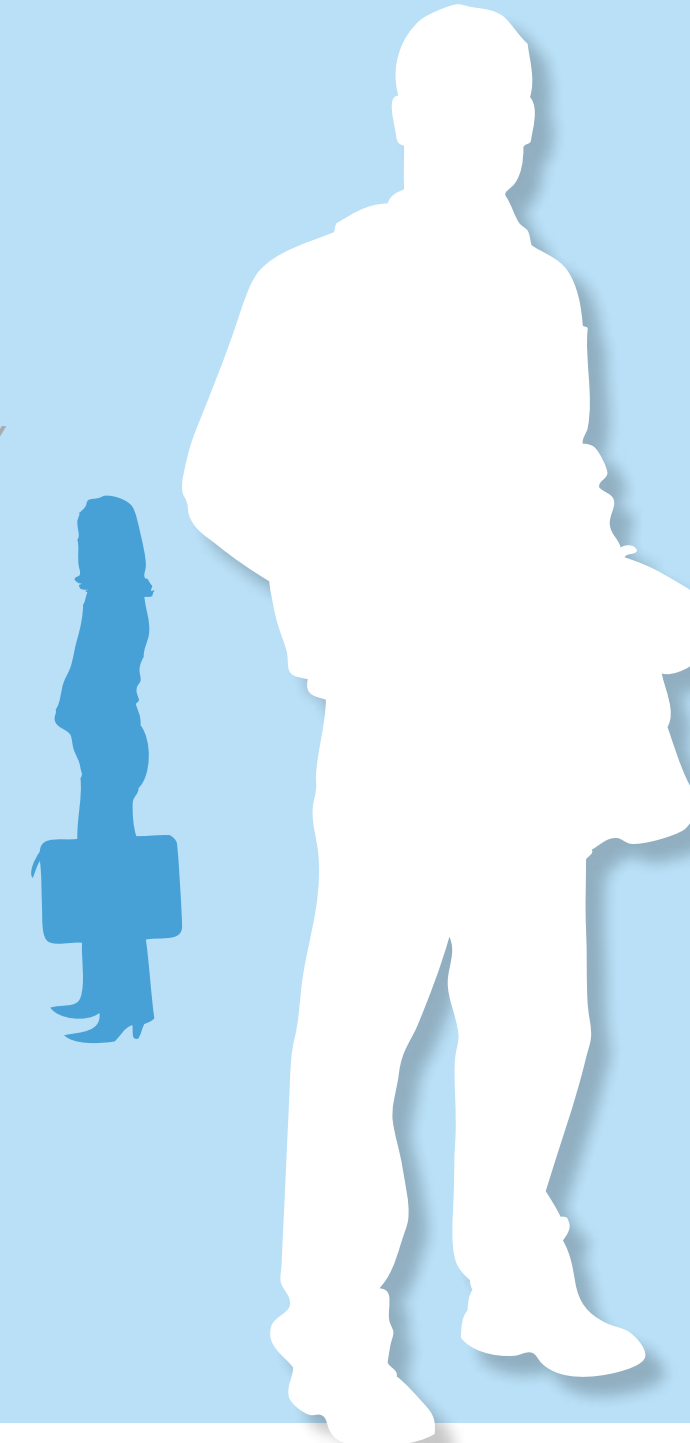
3

Build a “High-Performance” Culture

Important things to remember

STEP 7 – CULTURE CHANGE AND SUSTAINABILITY

Ensure the long-term success of the program through continual top level support and continual reinforcement of the system.



Build a “High-Performance” Culture



Key areas you will need to review during this phase

STEP 7 – CULTURE CHANGE

The program will only be successful if the managers at the top support the organisation. In the early stages you will need to:

- Motivate
- Remind
- Reinforce
- Encourage
- Discipline
- Reward.

// **A high-performance organisation doesn't happen by chance – it happens as a matter of design.**



Now let's put these steps together to develop a

“One-page” strategy for your business



One Page Strategy – Your Business Success



Step 1 – High-level goals and strategy

High-level business goals

	Now	Year 1	Year 2
Revenue			
Profit			

Personal goals

	Now	Future	Ownership Succession
Wage			Will you sell the business?
Stress			When?
Hours			Amount?

Exit planning goals

What makes your business different?

How do you stand out from the crowd?

What are your key high-level strategies?

1.	
2.	
3.	
4.	

Step 2 – Success factors (customer strategic goals)

For each product and service start thinking about your customer

What determines whether your customers are happy?

Step 2-3 – Strategic goals breakdown - build your actions, milestones & 90 day plans.

Review your business success factors and determine how you will achieve these goals. Develop strategies, actions and 90 day plans. Document the important ones on the next page.

Success factors - setup goals & targets?

Financial		Customer	
Revenue			
Profit			
Innovation & Learning		Systems & Processes	

Step 4 – Monthly business review

- Review your business performance at the end of each month? (Successes & obstacles that the business faced as well as results by each KPI)
- Review your strategy relating to each KPI. Including marketing, internet, sales, finance, cash & capital, customer, IT, accounts, production, human resource, innovation and any other strategic areas of the business.

Step 5 – Systemising the business

Automate and tidy up the business!	Create a replicable business model.
----- Liability Protection	
Document Management - Workflow/Procedures	<input type="checkbox"/>
Milestone/Project accountability	<input type="checkbox"/>
Customer service/Operations	<input type="checkbox"/>
QA/Health & Safety/HR	<input type="checkbox"/>
Budgeting & Accounting	<input type="checkbox"/>

Step 6 – Employee engagement

Your strategy is executed by your employees. Align your employee KPIs to mirror the company KPIs.

Weekly staff priorities & accountability

"One on one"	Weekly Team
Establish a weekly "one on one" meeting. Split business into teams. Record the 2-4 major achievements per week.	Establish a weekly team meeting. Achievements, obstacles and initiatives.

Monthly employee performance

Monthly presentation by employee

Key employees present to the team or the team leader on the performance for the previous month and the plan for next month.

Yearly performance appraisal and review

"One on one" performance appraisal

Conduct a performance appraisal measuring all competencies, developments, goals and KPIs for the year.

Recruitment & people & HR systems

Develop good HR strategies & policies

Implement these systems in your business

Policies & Procedures	KPIs and Targets
Standardise the business - if a question is asked - add a policy!	Set KPIs for all employees based on the business strategy.
Employment Contract	Work Culture
Employee abides by performance management system	"This is a high performance business - we expect high quality"

Step 7 – Change culture and sustainability

- Ensure the long-term success of the program through continual top-level support and continual reinforcement of the system.

What are your key milestones for this year?

Milestones	Who	When

Milestones	Who	When

What is your next 90-day Initiatives and Action Plan?

Actions	Who	When

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Background
to the program



Market
Research



Understanding the principles behind business success.

This powerful market research section looks at the key factors that influence success. There are literally millions of business owners around the world that are not achieving their desired results.

> Business Profitability

> Motivating Staff

> Strategy Execution

> Harvesting the Business

Essentially this section includes the following areas:

Market Research: Market research from around the world indicates that it is often a neglect of the basics that let most business owners down.

Success Factors: The market research highlights the core drivers of business success and the common problems associated with achieving that success. Business owners should focus on these drivers to achieve their desired outcomes.



Research
Fact 1

“Only 21% of business owners
sell or harvest their business”



**SELLING YOUR
BUSINESS**

Research indicates that 79% of businesses cease to exist because of death, disability, sickness, bankruptcy or they simply stop trading. As a consequence only 21% of business owners sell or harvest their business.

Question

Do you intend one day to be
able to sell your Business?

“Selling your Business” Research

Tick which category you fall into for each of these areas.

**“Can’t sell the business!”
Category**

**“Successfully sell the business!”
Category**

What % fall into this category? _____

What % fall into this category? _____

I want to be part of the Business Owners
that do NOT sell their business

I want to be part of the Business Owners
that SUCCESSFULLY sell their business

Do you have a plan on how you will achieve the sale of your business and exit with the maximum amount of revenue?

Yes

No

Research Fact 2

“Three out of five businesses are not profitable”



PROFITABILITY

Research indicates that three out of five businesses are not profitable through the business lifetime. Which category do you fall into?

- 39% are profitable
- 30% break-even
- 30% lose money

Question

Is your business profitable?

Mark which category your business falls into?



PROFITABLE

39% of businesses are profitable



BREAKEVEN

30% of businesses breakeven



NOT PROFITABLE

30% of businesses are losing money

Do you have a plan on how you can become more profitable?

Yes No

Do you have a business plan and budget forecast?

Yes No

Research
Fact 3

“70% of employees are not engaged”



EMPLOYEE ENGAGEMENT

Research indicates that almost 70% of employees are not engaged in the business that they are employed. Further research shows... organisations that have at least 80% engaged grow at a rate that is 2.6 times faster and will realise a far higher profit margin.

Question

What percentage of your employees are highly engaged?

How many employees do you have?	
What percentage or number are highly engaged?	
What percentage or number are not highly engaged?	
Write down the number of personnel that could be more engaged?	

If each of these non engaged employees was to achieve two additional tasks each week, how many extra tasks would your business have been able to achieve last year?

Number of tasks	X	Number of Employees not engaged	X	52 weeks	=	Number tasks not achieved
2	X		X	52	=	

Average Cost (lost opportunity or direct cost) to the business of a task not being achieved	X	Number of tasks not achieved	=	
	X		=	
				Estimated cost impact

Research Fact 4

“Less than 10% of strategies are successfully executed”

Vision Barrier	Only 5% of employees understand the vision of the company and the strategy
People Barrier	Only 25% of managers have incentives linked to strategy
Resources	60% of organisations do not link budgets to strategy
Management	85% of executive teams spend less than one hour per month discussing strategy



70% OF CEO FAILURES ARE AS A DIRECT RESULT OF NOT BEING ABLE TO EXECUTE STRATEGY!

Question

What percentage of your strategies are successfully executed?

It might be easier to ask the question: Out of all the major product launches, marketing campaigns and new initiatives that you had planned to implement last year, how many did you actually implement?

Do you have a vision that is communicated?

Yes No

Do you incentivise your employees to achieve these strategies?

Yes No

Do you link your budgets to strategy?

Yes No

Do you spend more than one hour per month communicating your strategy to your staff?

Yes No

What percentage of your strategies do you believe are successfully implemented?	
What did these non implemented strategies cost your business last year in terms of lost opportunity costs?	
	Estimated cost impact



Achieve a
new level
of success
in your
business

...follow these
7 simple steps



step 01

High-level goals
and strategy



Lined area for taking notes.



Determine your high level goals and the vision of the business

Organisations that do not set goals are more likely not to be successful. Goals are the starting point in the communication process. They set the guidelines for the accompanying strategy and financial investment.

> SET YOUR GOALS

> MAKE SURE THEY ARE PRACTICAL

> HIGH - LEVEL STRATEGIES

> VISION OF THE BUSINESS

Essentially this section includes the following areas:

Goal Setting: Ensure that you have determined the current and forecast revenue, profitability, personal expectations and valuation of the business.

Goal Feasibility and Drivers: To ensure that your revenue targets are achievable break down your revenue into the three drivers. Then look at what you need to do to build your future revenue.

This will provide you your first test of whether your financial goals are achievable. It may also suggest some possible strategies to include as you develop your plan.

High-level Strategies: What are your high-level strategies? What are the two or three significant strategies that your business needs to implement to achieve your success?

Vision of the Business: This sets the standard and the high-level mission of the organisation.



Step 1 Topic

Define your high-level goals!

We need to review your personal goals together with the goals of the company. This is the first part of the process aimed at achieving success.

The box below represents a draft of some sample high-level goals

WHERE IS THE BUSINESS NOW?			
Revenue	1,000,000	Margin	12%
Profit	120,000	# Employees	7.00
Number of hours owner works in business?			80

WHERE DO YOU WANT THE BUSINESS TO GO?			
Revenue	5,000,000	Margin	20%
Profit	1,000,000	# Employees	14.00
Number of hours owner works in business?			40
Ideal timeframe (years) to achieve this?			5

PERSONAL SHAREHOLDER GOALS		
	Now	Desired future level
Wages, take home pay & stress		
Estimate your total remuneration	200,000	500,000
Estimate your stress (1 Low - 10 High)	9	3
Ever thought about selling/exiting the business? Yes <input type="checkbox"/> No <input type="checkbox"/>		
Estimated business value	650,000	5,000,000
Amount needed to retire or move on	1,000,000	1,500,000
Ideal exit timeframe (years)		5

Question

What are your high-level goals?

WHERE IS THE BUSINESS NOW?			
Revenue		Margin	
Profit		# Employees	
Number of hours owner works in business?			

WHERE DO YOU WANT THE BUSINESS TO GO?			
Revenue		Margin	
Profit		# Employees	
Number of hours owner works in business?			
Ideal timeframe (years) to achieve this?			

PERSONAL SHAREHOLDER GOALS		
	Now	Desired future level
Wages, take home pay and stress		
Estimate your total remuneration		
Estimate your stress (1 Low - 10 High)		

Ever thought about selling/exiting the business? Yes <input type="checkbox"/> No <input type="checkbox"/>		
Estimated business value		
Amount needed to retire or move on		
Ideal exit timeframe (years)		

Step 1 Topic

Goal brainstorming and feasibility

Where are you now?

500	X	2	X	1,000	=	1,000,000
Average Value Sale		Frequency of purchase per annum		Number of Customers		Total Revenue

How much can you increase each of these three revenue drivers?

If you put all your staff into a room for half a day to brainstorm on how you can increase each of these drivers, what level do you think you could increase each of these drivers?

600	X	2	X	1,200	=	1,444,000
Average Value Sale		Frequency of purchase per annum		Number of Customers		Total Revenue
_____		_____		_____		_____
_____		_____		_____		_____
_____		_____		_____		_____
_____		_____		_____		_____
_____		_____		_____		_____
_____		_____		_____		_____
_____		_____		_____		_____
_____		_____		_____		_____

Question

What are your drivers and how can you grow?

Where are you now?

	X		X		=	
Average Value Sale		Frequency of purchase per annum		Number of Customers		Total Revenue

How much can you increase each of these 3 revenue drivers?

If you put all your staff into a room for half a day to brainstorm on how you can increase each of these drivers, what level do you think you could increase each of these drivers?

	X		X		=	
Average Value Sale		Frequency of purchase per annum		Number of Customers		Total Revenue
_____		_____		_____		_____
_____		_____		_____		_____
_____		_____		_____		_____
_____		_____		_____		_____
_____		_____		_____		_____
_____		_____		_____		_____
_____		_____		_____		_____
_____		_____		_____		_____

In the previous section you indicated that you would achieve a certain level of revenue and profitability. What are your key high level strategies you will need to implement to make sure that this happens?

For instance

1. Launch a new product
2. Penetrate a particular market segment
3. Win a contract for supply
4. Establish a strategic relationship with a larger organisation or influencer
5. Agree on contractual terms



Write down the key major strategies that you will need to achieve to meet your revenue and profit targets.

Step 1 Topic

Stand out from the crowd

Are you the biggest, the best, the fastest.

The best quality, friendliest, the most trusted. For instance:



McDonald's – Quality fast food. McDonald's policies, procedures and controls standardise product quality and ensures profitability even through rapid periods of growth. The business model is continuously replicated with little quality variances creating a highly reliable product.



Apple – The design & user experience. It is Apple's focus and attention to detail in this area that sets Apple apart from its competitors.



Blackberry – Created and dominated the corporate mobile phone space before the rise of the smartphones.

Small business: Many contractors and tradesman offer differentiators such as one plumbing company that cleaned up after the job... very appealing for housewives that are the influencers. Others offer a fixed price or guarantee quality.

Action

Identify what makes you stand out from the crowd

What do you do well?

Why would a prospect choose you over your competitors?

Out of all the things you do well, why would they remember and recommend your business? What is the one element of your business that you do better than anyone else?... how do you stand out from the crowd?

What is your company vision?

Why does the company exist? What is the singular purpose and direction of the company that should govern all strategy?

Use the table below to help you to draft a vision.

We intend	
to be recognised	To be, to become, to provide
as the most innovative	The biggest, the best, the fastest, the market leader.
manufacturer of	Developer, manufacturers, franchise, provider.
widgets, moppets and stompers	Of your product or market offering.
to	
the	
SME business market	Who are your customers?
in	
Australia	What geographical boundary; the world, South East Asia, the USA etc?
We intend to achieve	We will achieve; we will penetrate; we intend to?
1000 customers	What level of sales; market share; volume; how many customers?
in the first two years of operation	How long will it take to achieve this?

We intend

	To be, to become, to provide
	The biggest, the best, the fastest, the market leader.
	Developer, manufacturers, franchise, provider.
	Of your product or market offering.
to	
the	
	Who are your customers?
in	
	What geographical boundary; the world, South East Asia, the USA etc?
	We will achieve; we will penetrate; we intend to...
	What level of sales; market share; volume; how many customers?
	How long will it take to achieve this?

Notes



PHASE 1 > Develop Your Strategy

step 02

Business
success factors





Build a “scorecard” of success factors

All businesses should determine financial and non financial success factors. Revenue and profit represent key financial goals, but a complete review of the business should be undertaken that commences with customer expectations. What makes the customer happy? What are our competitors offering to the customer and what can we offer to secure our market share?

> Customer Scorecard

> Systems and Processes Scorecard

> Innovation and Learning Scorecard

> Financial and Combined Scorecard

Essentially this section includes the following areas.

Strategic Goals: Success factors are converted to strategic goals. Starting with the customer we should look at customer focused success factors or strategic goals that the business should achieve to meet revenue and profit targets. The business should then expand this analysis and review the people, financial, systems, marketing and production goals and strategies that need to be implemented to achieve these customer requirements.

Business Scorecard: The organisation should then combine these strategic goals into a business scorecard.



FEWER THAN 10% OF COMPANIES SUCCESSFULLY IMPLEMENT THEIR STRATEGY. STRATEGIC GOALS ARE THE STARTING POINT TO PUT YOU INTO THIS WINNING MINORITY.

Step 2 Topic

Learn to think like a customer!

What determines whether customers are satisfied when they buy your product? Why should they buy from your business rather than a competitor? Is the driving force of your business overall value, price competitiveness, innovation, quality - or something else?

(Note that this should be done with every product, division and market segment)



Airline Example... why do customers choose one airline over another?

- Plane leaving on time
- Plane arriving on time
- Bags arriving on time
- Bags were not damaged
- Food was good
- Seat size, space and comfort
- Service was friendly
- No queues at check-in
- Price was good
- Available flights and departure times
- Safety record



Clothes Retailer Example... why do customers choose one store over another?

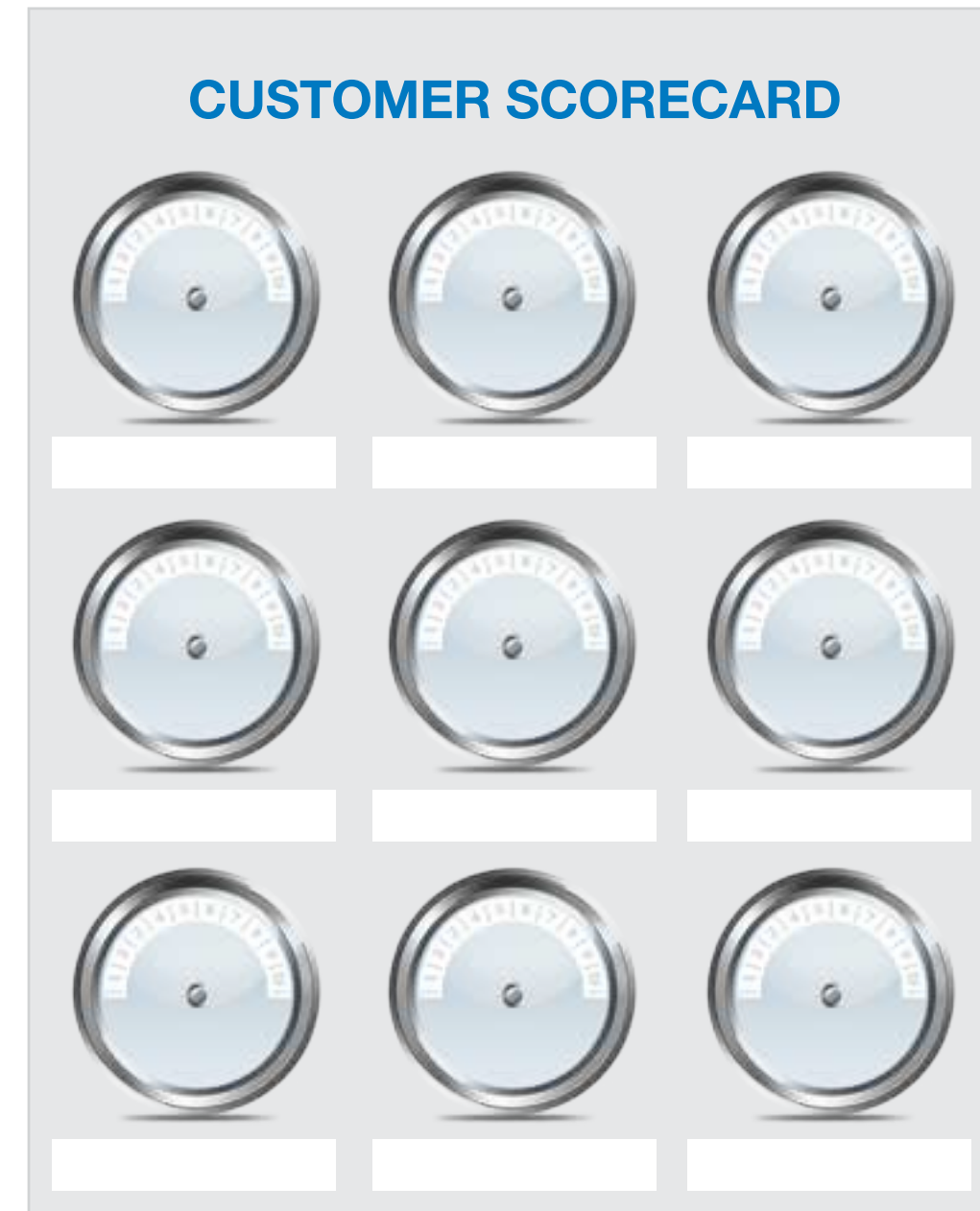
- Fashionability of the clothes
- Good range
- Right location
- Friendly staff
- Correct sizes
- Right price
- Good quality
- Refunds policy
- Payment options

Action

Develop a customer satisfaction scorecard!

Customer Scorecard:

Label each dial in the diagram below with "customer satisfaction" factors. And then mark how well you think your company performs in this area by drawing an indicator line on the dial. Note that if you perform extremely well, mark the dial at 10. If you have performed poorly your dial would be likely to point somewhere between 1 and 6.



Step 2 Topic

How will you drive your customers and sales processes!

Most businesses will need to drive new customers or new sales into the business. This becomes the overall objective. Let's say the answer is 467. The next question becomes, how will you achieve that and how will you monitor whether you are on track?



What will you monitor to ensure this new customer/new sales objective is on track?

- Revenue per sales person
- Number of sales calls
- Number of sales meetings
- % conversion rate
- Expenditure on advertising
- Number of web visitors
- Conversion of web to enquiry
- Number of sales people
- Number of inbound calls
- Number of leads
- Number of direct marketing leads
- Response of direct marketing
- Average Value Sale

Sample Typical KPI Targets in this area:

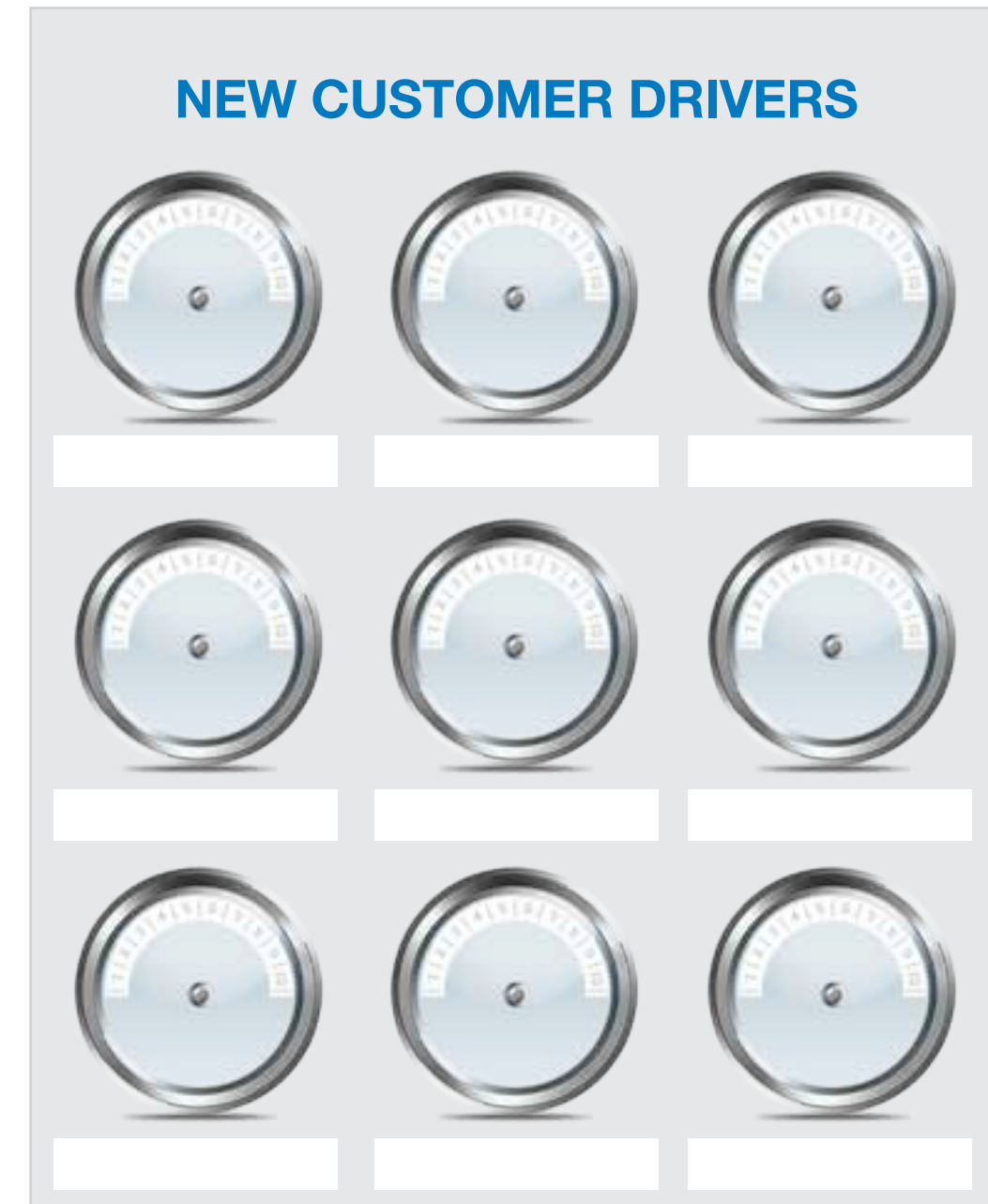
WE NEED TO DRIVE INTO THE BUSINESS THIS NUMBER OF NEW CUSTOMERS/SALES		467	
Therefore we will need to hit the targets below to achieve our goal			
	Target		Target
Revenue per sales person	200,000	Number of sales people	5
Number of sales calls	200	Number of inbound calls	500
Number of meetings	20	Number of leads	300
% conversion	10%	Number of direct marketing	1000
Expenditure on advertising	20,000	Response of direct marketing	2%
Number of web visitors	500	Average Value Sale	2,000
Conversion of web to enquiry	4%		

Action

Develop a customer/sales driver scorecard!

How many customers do you need to win?

How will you achieve this target and how will you monitor whether you are on track?



Step 2 Topic

Sample innovation & learning scorecard!

What do you need to do from an innovative perspective to stay ahead of your competitors and ensure that your business is rejuvenated and remains competitive?



What will you do to rejuvenate and keep your business competitive?

- Launch new products
- Invest in capital equipment
- Training hours
- Training % expenditure
- Employee suggestions
- Ratio of new products

Sample Typical KPI targets in this area:

	Target		Target
Launch new products	4	Training % Expenditure	5
Invest in capital equipment %	15%	Employee Suggestions	500
Training Hours/month	20		
Training % Expenditure	10%		
Employee Suggestions	20		

Action

Develop an innovation & learning scorecard!

What will you do to rejuvenate and keep your business competitive?



Step 2 Topic

Sample systems and processes scorecard!

We covered many of your sales systems in the previous sections. These systems examined how you will drive new customers to the business. But there are other systems that we have likely not yet reviewed, including systems such as health and safety that might have regular maintenance, training or machinery inspections. There may also be production, legislative, customer or employee requirements that require ongoing and regular monitoring.



What else will you do or keep track of to ensure you are running a highly profitable, efficient and competitive business?

- Regular maintenance
- Regular stocktaking
- Fire/hazard training and tests
- Debt collection activities
- Creditor/payment review
- Compulsory three quote system
- Monthly customer survey
- Monthly performance reviews
- CRM System reports
- Regular newsletters
- Outbound calls to key clients

Sample Typical KPI Targets in this area:

	Target		Target
Regular maintenance		Outbound calls to key existing clients	
Regular stocktaking		Monthly customer survey	
Fire/hazard training and tests		Monthly performance reviews	
Debt collection activities		CRM System reports	
Creditor/payment review		Regular newsletters	
Supplier 3 quote system			

Action

Develop a system & processes scorecard!

What other systems and processes will you need to track?



Step 2 Topic

Sample business scorecard!

If we go back through the previous sections you should choose **the most important** KPIs or strategies to monitor. If you try and monitor everything it is likely to lead to “paralysis by analysis.”

In the next section however you will use all the KPIs to help develop strategies and then you will assign tasks to key staff members. What you may do is setup different levels of scorecards. For instance at the CEO level you might have KPIs that monitor sales and the number of customers and leads. But at the employee level you might choose KPIs that comprehensively examine further into number of calls, number of meetings, average value sale, etc.



Action

Develop a business scorecard for your business!

From all the prior sections, choose the top 12 strategic goals or KPIs that you believe you should monitor.



Notes



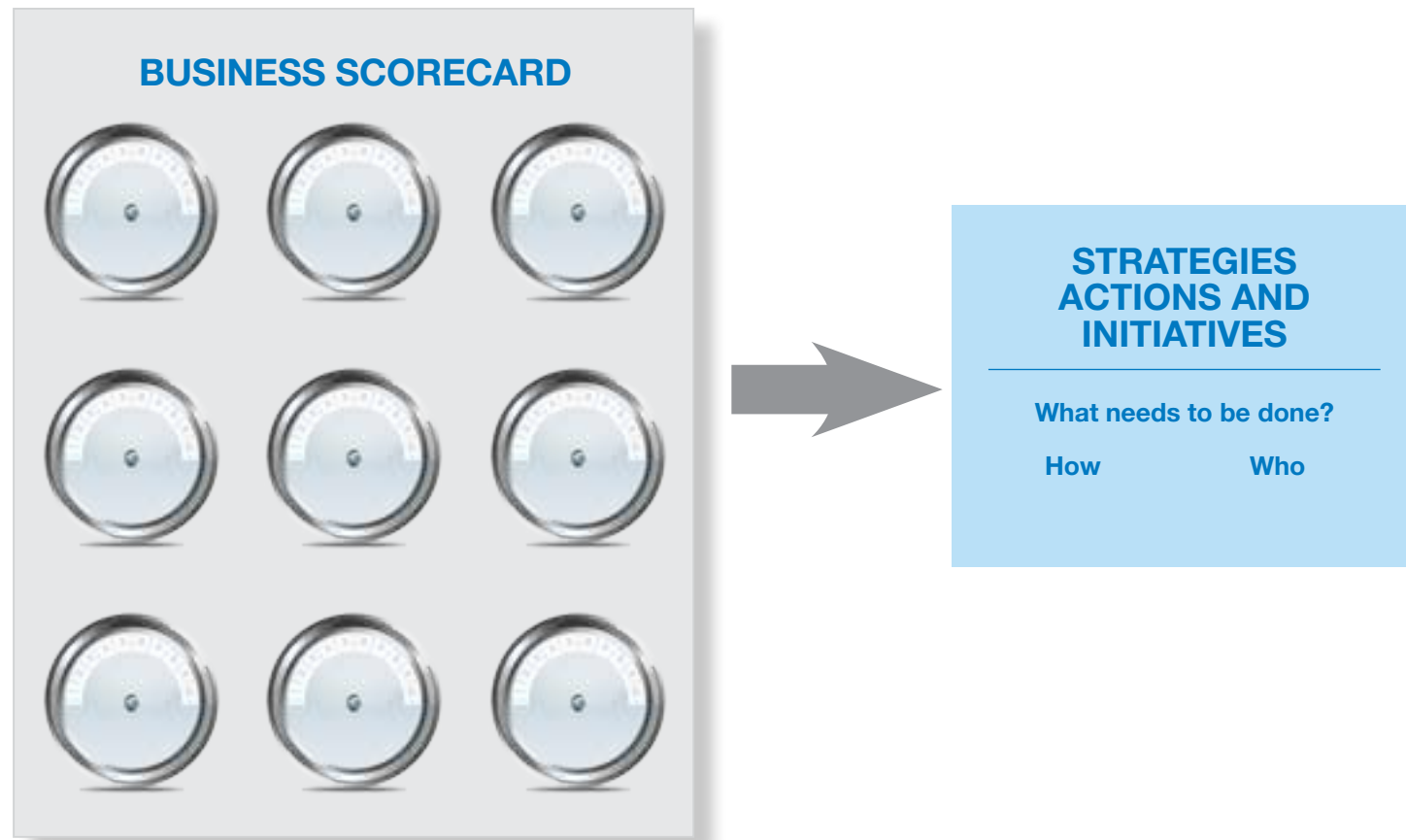
PHASE 1 > Develop Your Strategy

step 03

Strategy, Actions
& Milestones



“It isn't going to happen without a strategy”



Step 3

Strategy, actions & milestones

Developing strategies, actions and milestones

Strategy is the plan of action designed to achieve the goals and vision of the company. For each strategic goal the business should create an accompanying set of sub-goals and then assign actions and initiatives to key employees.

- > List all strategic goals
- > Produce a strategy
- > Create an action plan and initiatives that are assigned to employees

Essentially this section includes the following areas.

Summarising the key strategic goals: Review your notes from the previous sections and list all the KPIs and goals that could be used in the business.

Creating Strategies: For each KPI or strategic goal, develop a strategy for how the company could achieve that particular goal.

Create an action plan: From each strategy the business should develop a detailed set of action plans, initiatives and responsibilities.



“IT ISN'T GOING TO HAPPEN WITHOUT A STRATEGY”

Step 3 Topic

Systems and processes and other – Creating strategy, actions and initiatives

What strategies and actions do we need to put in place to meet our systems & processes requirements?

Key customer requirement	Target	What needs to be done	Actions	Possible scorecard measurements
Regular outbound calls to existing clients		Every month we need to make a call to our existing customers	Sales person to make 20 outbound calls per month.	Existing client calls
Maintenance check				

Systems & processes & other scorecard – Creating strategy, actions & initiatives

What strategies and actions do we need to put in place to meet our systems & processes requirements?

Key customer requirement	Target	What needs to be done	Actions	Possible scorecard measurements

Notes



PHASE 2 > Execute Your Strategy

step 04

Monthly
Business Review





Lined area for taking notes.



Conduct a business review each month.

All businesses should review their business performance on a monthly basis.

- > Business Profitability
- > Successes & Obstacles
- > Review goal/target monthly results
- > Review "year to date" results
- > Strategies by quadrant

Essentially this section includes the following areas:

Successes & Obstacles: What were the achievements of the company over the last month and what were the obstacles or barriers to success? If there were obstacles that affected performance can these be overcome for the next month.

Review monthly results: Review the performance of each KPI to last year or target. Comment on performance.

Review YTD results: Review the performance of each KPI in terms of year to date performance.

Review your strategy: Review the performance of your business in each of the four quadrants. The four quadrants cover customer, financial, systems & processes and innovation & learning.

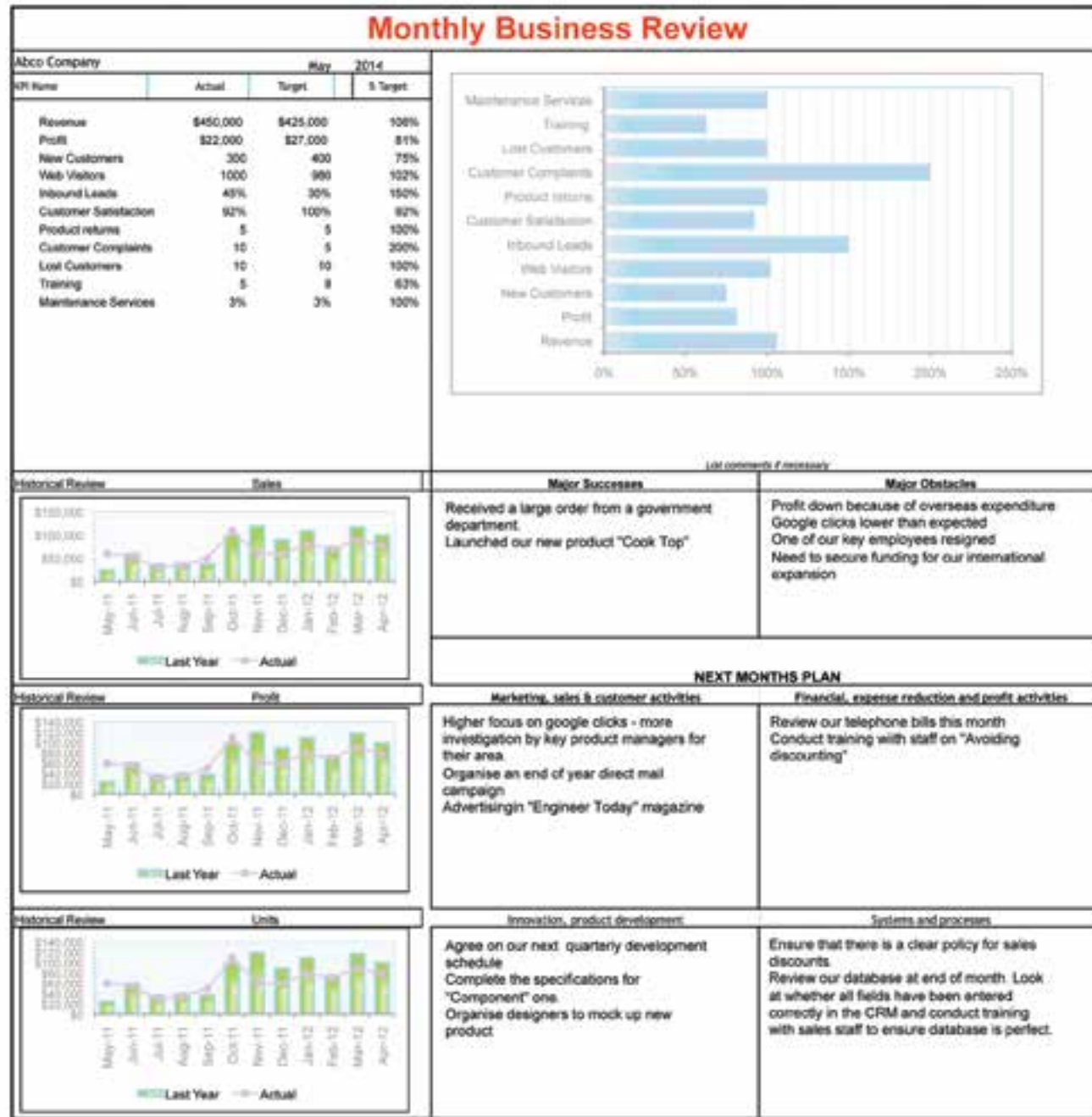
This step involves a pro-active engagement with the business. The changing of circumstances and performance may lead to a change in the strategic direction or fine tuning of priorities. All areas above may impact management decisions.



"STRATEGIES ARE DYNAMIC NOT STATIC"

Step 4 Topic

Below is a sample of a one page snapshot that formed the basis of a monthly review.



Action

Set up the below template with the monthly KPIs for your business. Review your performance at the end of each month. (Note this screenshot is taken from the "Your Business Success" software (MAUS Hub))



Notes



PHASE 2 > Execute Your Strategy

step 05

Systems and
Workflow



Lined area for notes on page 84.

Develop strong systems and workflows.

The stronger the operational procedures and systems are, the stronger, more reliable and scalable the business will be.

- > Project accountability
- > Policies & procedures & workflows
- > Customer service/operational logs
- > QA/Health & Safety/HR
- > Budgeting/Accounting/Other

Essentially this section includes the following areas:

This is a broad area. You need to review and develop a solid set of systems & workflows. The "Your Business Success" software (MAUS Hub) will help you to automate the systems below.

Milestone/Project Accountability. Develop projects and tasks to achieve the goals. Make sure that people are assigned and accountable. Have a weekly/monthly reminder system.

Tidy-up the business. Document workflow & procedures. Identify tasks that can be delegated away from the CEO. Establish policies and procedures and workflows. Standardise the business – if a question needs to be asked by any employee – then add a policy!

Customer Service/Operational Accountability. Every time an issue arises, document it. Solve each issue and look for resolutions that minimise the probability of the issue recurring. Assign accountability. You may wish to review the CRM system.

QA/ Health and Safety/HR. Review any possible threats of litigation and company obligations especially in the HR and health & safety areas. Every company for instance needs to have a health and safety register. Every company should also have a set of employee policies and procedures.

Budgeting and Accounting. Business financial modelling, financial forecasts, financial ratio analysis.



“THE STRONGER THE SYSTEMS AND WORKFLOWS THE STRONGER, MORE RELIABLE AND SCALABLE THE BUSINESS.”

Step 5 Topic

“High-performance” systems and processes are essential

Below is a list of systems that you might consider implementing in your business.

<p>Milestone/Project Accountability</p> <ul style="list-style-type: none"> ✓ Develop projects and tasks to achieve the goals ✓ Make sure that people are assigned and accountable. ✓ Implement a weekly/monthly reminder system 	<p>Tidy-up the business: Document Workflow/Procedures</p> <ul style="list-style-type: none"> ✓ Identify tasks that can be delegated away from the CEO ✓ Establish policies and procedures and workflows ✓ Standardise the business – if a question needs to be asked by any employee – then add a policy!
<p>Customer Service/Operational accountability</p> <ul style="list-style-type: none"> ✓ Every time an issue arises, document it ✓ Solve each issue and look for resolutions so it does not recur ✓ Assign accountability ✓ Review the CRM system 	<p>QA/ Health and Safety/HR</p> <ul style="list-style-type: none"> ✓ Review any possible threats of litigation and company obligations ✓ Every company needs to have a health and safety register ✓ Every company should have a set of employee policies and procedures
<p>Budgeting and Accounting</p> <ul style="list-style-type: none"> ✓ Business financial modelling ✓ Financial forecasts ✓ Financial ratio 	

Action

Develop “high-performance” systems and processes

Do you have the appropriate systems and workflow to be a successful company?		Actions	Your Answer
Document management	Do you have a document management system?		Yes <input type="checkbox"/> No <input type="checkbox"/>
Accountability	Do you have a reminder system of overdue tasks on projects?		Yes <input type="checkbox"/> No <input type="checkbox"/>
Policies	Do you have policies and procedures		Yes <input type="checkbox"/> No <input type="checkbox"/>
Customer service issues	Do you monitor and assess customer service issues?		Yes <input type="checkbox"/> No <input type="checkbox"/>
Operational issues	Do you monitor and assess operational or system breakdown issues?		Yes <input type="checkbox"/> No <input type="checkbox"/>
Health and safety liability threats	Have you reviewed your liabilities in terms of health and safety and do you have documented procedures?		Yes <input type="checkbox"/> No <input type="checkbox"/>
Incident register	Do you have a safety incident register?		Yes <input type="checkbox"/> No <input type="checkbox"/>
Employee liability threats	Have you reviewed your liabilities in terms of employee legislation and do you have documented procedures?		Yes <input type="checkbox"/> No <input type="checkbox"/>
CRM	Do you have a CRM (customer management) system?		Yes <input type="checkbox"/> No <input type="checkbox"/>
Financial forecast	Do you regularly review budget forecasts and the financial health of your business?		Yes <input type="checkbox"/> No <input type="checkbox"/>
Accounts system	Do you have a good accounting system that is being managed well?		Yes <input type="checkbox"/> No <input type="checkbox"/>

Notes



PHASE 2 > Execute Your Strategy

step 06

Employee
Engagement



“It isn't going to happen without your employees' help.”



Step 6

Employee engagement

It is ultimately your employees who determine the overall success of your business!

High achievement companies recognise that good communication and well defined employee goals and targets are the key to motivating employees. Employees must feel respected and valued by the organisation. Praise, encouragement and acknowledgement are essential ingredients and these should be combined with employee performance targets and goals that set clear benchmark standards.

- > Employee Targets
- > Employee Contracts
- > Employee Communication
- > Employee Scorecard System


Essentially this section includes the following areas:


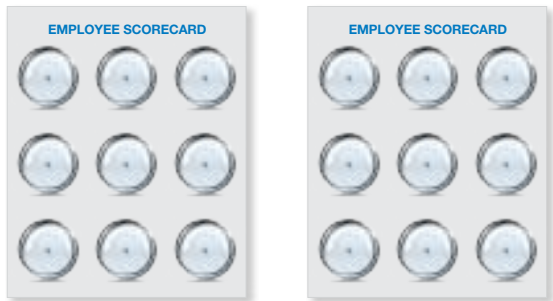
- Setting up job descriptions:** This should be provided at the time of employment.
- Employment contract:** The employment contract should include a policy on compliance to the reporting systems.
- Individual employee communication:** Each employee should have their performance regularly reviewed by their team leader.
- Group company meetings:** The company or division should meet regularly as a group to discuss performance, and strategy.




“IT ISN'T GOING TO HAPPEN WITHOUT YOUR EMPLOYEES' HELP.”

At a minimum level this should include an employment letter and job descriptions.

	<p>Your employee contract should contain the following communications</p> <p>Welcome to our business.</p> <ol style="list-style-type: none"> 1. We have a wonderful positive success-orientated environment. You will love working here. 2. We have a great friendly two way interaction with employees. 3. Each employee, as part of the employment contract must abide by the standards of our company systems, including the submission of weekly and monthly performance results.
---	--

<p>As part of your employment we have included a job description and a set of KPIs. Each month you must report to your supervisor on your achievements to these KPIs.</p> <div data-bbox="824 948 1084 1155">  </div> <div data-bbox="662 1193 1205 1489">  </div> <div data-bbox="662 1508 1205 1676"> <p>WEEKLY ACTIVITIES</p> <table border="1"> <thead> <tr> <th></th> <th>Target</th> <th>Actual</th> </tr> </thead> <tbody> <tr> <td>What are your goals for this week?</td> <td></td> <td></td> </tr> <tr> <td>What did you achieve last week?</td> <td></td> <td></td> </tr> <tr> <td>How will you move the company forward?</td> <td></td> <td></td> </tr> </tbody> </table> </div>		Target	Actual	What are your goals for this week?			What did you achieve last week?			How will you move the company forward?		
	Target	Actual										
What are your goals for this week?												
What did you achieve last week?												
How will you move the company forward?												



	<p>Create an employment letter linked to a contract that ensures that employees agree to abide by the management system.</p> <p>We do this already <input type="checkbox"/></p> <p>We will start to do this <input type="checkbox"/></p> <p>This would be unnecessary <input type="checkbox"/></p>
---	--

<p>Job Descriptions and KPIs</p> <p>We do this already <input type="checkbox"/></p> <p>We will start to do this <input type="checkbox"/></p> <p>This would be unnecessary <input type="checkbox"/></p>
--

Step 6 Topic 2

Weekly employee communication is essential!

Research proves that regular two way open communication is more likely to increase employee morale and motivation than any other tool in the business. We suggest you setup the following communication schedule:

Weekly Communication	Monday Morning "ONE ON ONE" STAFF MEETINGS (15-20 minutes each)	Tuesday Morning GROUP MEETING (30 minutes)
Monday morning "One on one" staff meeting.	 <p>The team leader and employee meet for a discussion framing the following questions.</p> <ol style="list-style-type: none"> 1. What did you achieve last week? What didn't you complete? Did you meet all your desired goals that were agreed? 2. What are your plans for this week? 3. Note this is not intended as a review of the diary. All you want to accomplish is to set the 2-3 major tasks that need to be completed this week that will take the company forward. 	 <p>The business (or division in larger companies) discusses the key activities that are taking place. Campaigns, special offers etc. Each department or area reviews performance and forward plans for the week.</p> <p>Communication of weekly major tasks and accomplishments. Review of MTD revenue performance and developments.</p> <p>Staff members are congratulated on their achievements. Customer issues or concerns are reviewed.</p>
Tuesday group meeting.		

Action

Create a formal communication process with your staff each week?

Research proves that regular two way open communication is more likely to increase employee morale and motivation than any other tool in the business. We suggest you setup the following communication schedule:





Weekly Communication	Monday Morning "ONE ON ONE" STAFF MEETINGS (15-20 minutes each)	Tuesday Morning GROUP MEETING (30 minutes)
Monday morning "One on one" staff meeting.	<p>Conduct an individual weekly meeting with all staff.</p> <p>We do this already <input type="checkbox"/></p> <p>We will start to do this <input type="checkbox"/></p> <p>This would be unnecessary <input type="checkbox"/></p>	<p>Conduct a group weekly meeting with all staff.</p> <p>We do this already <input type="checkbox"/></p> <p>We will start to do this <input type="checkbox"/></p> <p>This would be unnecessary <input type="checkbox"/></p>
Tuesday group meeting.		

Step 6 Topic 3

Monthly employee communication is essential!

Monthly review of results and strategy is essential. We suggest that this should be done as a "company group" (or divisions in larger companies) so that everybody in the organisation is engaged with the business.

We suggest you setup the following communication schedule as set out in the table below. Note the individual meeting can be much shorter or even ignored if that individual has presented their results at the group meeting. This would particularly be the case if regular weekly "one on one" meetings were be convened.

Monthly Communication	End of Month GROUP MEETING	End of Month "ONE ON ONE" OR STAFF MEETINGS
<p>Within 7 days from the end of the month:</p>	 <p>The CEO (or divisional head in larger companies) presents the results for the month to the company</p>  <p>Congratulates staff on their achievements</p> <p>Communicates customer issues to appropriate people in development. Communicates new product launches, campaigns etc. Review of operational or customer service issues.</p>	 <p>The team leader reviews the end of month results for each employee.</p> <p>Bonuses, commissions or "praise" awards may be issued during this meeting. Encouragement of better performance if needed.</p> 

Action

Create a formal monthly communication process!

What will you do in your business?

Monthly Communication	End of Month GROUP MEETING	End of Month "ONE ON ONE" OR STAFF MEETINGS
<p>Within 7 days from the end of the month:</p>	<p>Conduct an "end of month" staff meeting.</p> <p>Congratulate staff on their achievements. Communicate customer and operational issues to appropriate people from sales and marketing to development. Communicate new product launches, campaigns etc.</p>	<p>In some cases it may also be applicable to conduct an "end of month" individual or small departmental group meeting.</p>
	<p>We do this already <input type="checkbox"/></p> <p>We will start to do this <input type="checkbox"/></p> <p>This would be unnecessary <input type="checkbox"/></p>	<p>We do this already <input type="checkbox"/></p> <p>We will start to do this <input type="checkbox"/></p> <p>This would be unnecessary <input type="checkbox"/></p>

Notes



PHASE 3 > Build a High Performance Culture

step 07

Culture change
and sustainability





Lined area for taking notes.



Culture change & sustainability

This program is based on changing the organisational mindset so high performance is the norm and not the exception. High performance organisations must stay committed to an agreed set of systems, standards and workflows.

> COMMUNICATION

> SOFTWARE AUTOMATION

Essentially this section includes the following areas.

Communication: The CEO has to communicate and constantly reinforce how important this program is to the company. The organisations needs to breed a "high performance culture." Meeting deadlines, performance management and quality outcomes must govern employee behaviour and management expectations.

Software automation: By far the most powerful tool that will keep you ahead of your competition and make this "high performance culture" a reality is the "Your Business Success" software (MAUS Hub). This will make paper based inefficient systems obsolete. It will help you to automate your business.



"JUST BECAUSE YOU BUILT IT DOES NOT MEAN IT WILL STAY BUILT"

Step 7 Topic 1

Program structure and benefits

Everything will collapse without a monitoring system.

The "Your Business Success" Program includes a powerful software application to help implement this program.

A simple system to win back control of your organisation.

Monitor your company goals, strategy, actions and initiatives in one scorecard.

Monitor your employee goals, strategy, actions and initiatives in one scorecard.

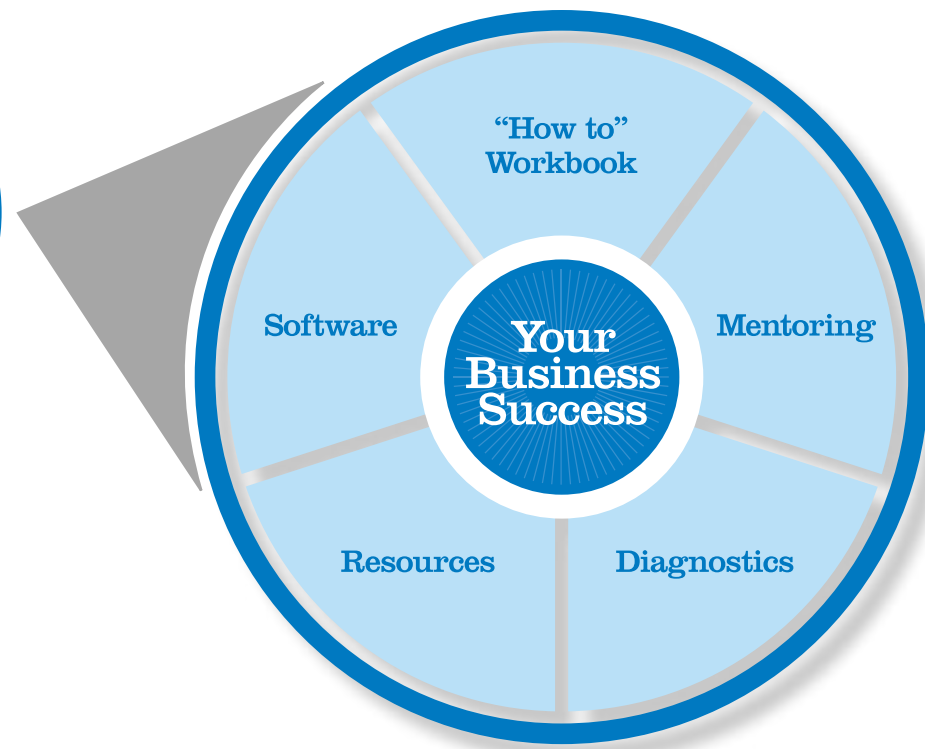
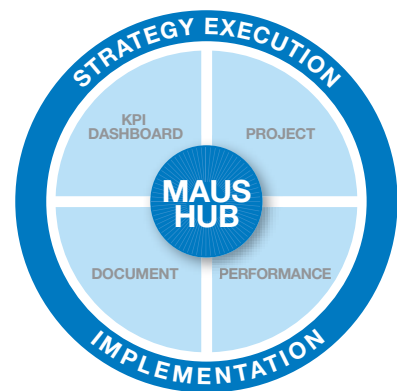
The "Your Business Success" software (MAUS Hub) is a system published by MAUS Business Systems. It is a web-based reporting system where the employees can logon remotely. They enter their weekly major tasks and at the end of each month they submit a monthly performance review. These monthly and weekly reviews can be entered on employee, product or company performance. Business scorecards and strategies can also be entered.

At the top level the business records their key goals and their strategy on a monthly basis.

The whole system links together effectively.

www.maushub.com

www.yourbusinesssuccess.com



www.maus.com

Action

Reinforce the benefits of the program!

We recommend that you implement the MAUS Hub included in the YBS program. It is quick, easy and fast to implement and is highly effective. We also recommend that you engage the services of a Business Coach or Advisor to help you to implement the strategies outlined in the workbook. (www.yourbusinesssuccess.com)

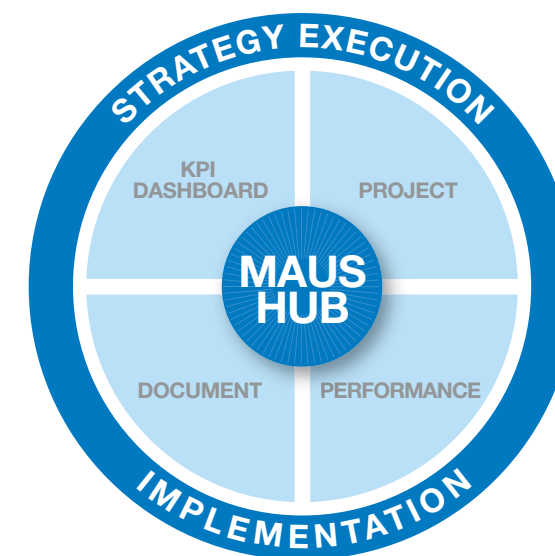
Return on Investment Cost Justification: Read through the workbook and write your answers below:

	Now	Forecast	Gap
Revenue			
Profit			
Business Value			

What % of your employees are not highly engaged?		Estimated cost impact	
What % of your strategies are not being executed?		Estimated cost impact	

From what you have heard could the "Your Business Success" software - MAUS Hub system help you to achieve this goal? Yes No

Would a business coach driving this system help you to achieve this goal? Yes No



An organisation might implement the following initiatives to make sure that the “Your Business Success” program is successful.

- 1 The CEO must constantly reinforce the value of the program.
- 2 The “Your Business Success” champion should ensure that all deadlines regarding reporting information are met. Someone must oversee and ensure that this is a priority.
- 3 The organisation must be rigid in scheduling and maintaining weekly staff meetings. Over time the improved communication flow will build employee morale.
- 4 The management culture must be performance based.
- 5 The “Your Business Success” software (MAUS Hub) should be implemented as a priority. This software locks the program together.

