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Creating Business Leaders

## Re-setting strategy in a time of consumer change.



SPEAKER... Andrew Geddes

PRAGMATIC MANAGEMENT EDUCATION | BENCHMARKING | PROFIT IMPROVEMENT TOOLS  
COACHING AND CONSULTING | BUSINESS MANAGEMENT FORUM



## **Content covered on June 12...**

Tools firms are using to assist clients recover...

- Cash flow planning and management
- Business risk diagnosis using Bstar methodologies
- Business improvement using Scaling Up methodologies and ESS Biz Tools IP
- Succession planning and management using business valuation tools
- Pricing business improvement services



# Scaling up a company...

- Development direction...vision for 1/3/5 years?
- Our purpose...why do we do what we do?
- Our focus...outcomes for stakeholders?
- Our values?
- Our strategic initiatives (things we gotta nail)?
- Who is responsible?
- Our pattern of meetings?
- Our governance?
- Making project groups work?
- How should we spend our time each week?



# Create a Senior Management Team...

- You cannot do this alone!!!
- A group of leaders can analyse, debate, document and communicate the plans to the whole company team.
- Greencross SMT consisted of 12 people in the end
- Start with only 2 if that's all you've got!!!



# How are your customers feeling and thinking?

1. Monitor customer behaviour...not all companies are good at measuring feedback in ways that allow it to be very rapidly interrogated and used for feature development and new services.

Nimbleness is required to meet consumer's changing needs and attitudes.

Daily 5 min stand ups with customer facing team members.



How are your customers feeling and thinking?

2. Review your value proposition...are you delivering what consumers have a heightened need for?

Since covid lock downs, consumers want more trust, re-assurance, a hyper-local emphasis and a human at the end of the line!!!!

Be seen as ethical, having a meaningful purpose beyond profit, and a social conscience.



How are your customers feeling and thinking?

3. Keep up marketing spend...brands that keep marketing will have a higher share of voice!!!

What's important to your customers and how are you perceived compared with your competitors?

Are we aligned with what our customers are now thinking?





How are your customers feeling and thinking?

4. Anticipate the next “normal”...are we doing enough thinking, sensitivity testing and scenario planning around what the future will look like?

What trends are occurring? What structural change is occurring?

Consumer touchpoints and what they are saying is the key.





How are your customers feeling and thinking?

5. Beware falling prices...discounting to deliver sales goals does irreparable damage to your brand and value proposition!!!

Provide value in different ways.

It is very difficult to raise prices again in the future.



# How are your customers feeling and thinking?

6. Make it safe...replace physical touchpoints with digital ones where possible.

Provide virtual demos rather than physical store based ones.



# 1. Your documented vision... /10

- Type of customers and services/products?
  - Revenues and profit margins?
  - ICT, team and locations?
  - Costs?
  - Shareholders and succession plans?
  - BEAG...to be the biggest per care company in Oz.
  - 3HAG...3 years Highly Achievable Goal (120 clinics)
- (What will your business look like in three year's time?  
Is it exciting? How does your team feel about it?)



## 2. Your documented mission (why?)... /10

- Why do you do what you do?
- Why does your business do what it does?
- What level of passion exists in your business?
- Simon Sinek suggests this is why people purchase from you and stay with you over time.
- Go to Utube and watch Simon's 2 TED talks on "why".
- "We help you become financially independent and replaceable inside your business."



### **3. Your documented purpose (customer and team outcomes)... /10**

- How does your customer benefit from doing business with you?
- What are the outcomes they want to achieve from doing business with you?
- What is your unique selling proposition?
- Have you articulated it in an “elevator pitch”?
- Do all your team members believe in it and can they articulate it easily?
- What outcomes do your team members want?



## 4. Your documented core values... /10

### Principles that earn trust...

1. Treat others with uncompromising truth.
2. Lavish trust on your associates.
3. Mentor unselfishly.
4. Be receptive to new ideas, regardless of their origin.
5. Take personal risks for the organisation's sake.
6. Give credit where it's due.
7. Do not touch dishonest dollars.
8. Put the interests of others before your own.

**Rob Lebow “A journey into the heroic environment”**



## **5. Your documented strategic initiatives (actions for business improvements)... /10**

- What are the three most important imperatives for your business' improvement in the next quarter?
- Do you have project groups allocated to each one of them?
- Are team members involved in these project groups?
- Do you re-set them each quarter?





# **Making Project Groups Work in Your Company...**

The following questions might assist you . . .

- Proposed actions?
- Person responsible?
- Time required per week?
- Due date?
- Outcomes or KPI's to be monitored?
- Coaching implementation ?



## 6. Your allocated functional responsibilities... /10

- HR...recruitment, selection, induction and contracts
- HR...performance management and training
- Brand development and digital marketing
- Sales
- ICT and process development
- Financial management and reporting
- OH&S
- Operational management
- Equipment and premises
- Succession planning and management



## 7. Your scheduled “pattern of meetings”... /10

- Daily stand up job blockages reviews with direct reports/team members
- Weekly Sales/Job Meetings with a focus on “What can we do or finish and invoice this week?”
- Project groups weekly
- Monthly operational meeting
- Monthly board meeting to review financials and strategic initiatives implementation
- Monthly training and celebration sessions
- Quarterly planning retreat



Year 2019 Calendar [Compatibility Mode] - Word

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### Year 2019 Calendar

	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T	W	T	F	S	S	M	T					
January	1	2	3	4	5	6		7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
February				1	2	3		4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28			
March				1	2	3		4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31
April	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31				
May		1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31			
June				1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30		
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August			1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25	26	27	28	29	30	31		
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# HOW DO YOU SPEND YOUR TIME?

	Monday	Tuesday	Wednesday	Thursday	Friday
AM					
PM					



# HOW SHOULD YOU SPEND YOUR TIME?

	Monday	Tuesday	Wednesday	Thursday	Friday
AM					
PM					



## **8. Your reporting budgets, KPI's and plan outcomes... /10**

- Do you have company budgets?
- Are they broken down into profit centres?
- Are they broken down into monthly/weekly targets?
- Do you have some non-financial KPI's?
- Do you have some “lead indicators”?
- Do you have project outcome goals and reports on action implementation?





# Rate your company ...

- Your documented vision (where?).../10
- Your documented mission (why?).../10
- Your doc'd purpose (customer/team outcomes?).../10
- Your documented core values (acceptable behaviours?).../10
- Your documented strategic initiatives (what?).../10
- Your allocated functional responsibilities(who?).../10
- Your scheduled “pattern of meetings”(when?).../10
- Your reporting budgets, KPI's and plan outcomes.../10
- **My “accountability” score... /80**



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