

Your Business...Your Future...
Growth for Success!

Linda Hailey 

Growth, Who Needs It?

Why Grow?

- Generate more revenue/profit
- Provide work for staff
- Generate higher volume
- Build business credibility, reputation
- Fund your lifestyle
- Ego
- Prove “them” wrong/validate your choice
- Need a new challenge

Common Barriers To Growth

- You, the business owner; time, energy and attitude
- Your existing staff
- Lack of specialised expertise
- No access to financial resources
- Outdated/overloaded infrastructure and equipment
- Internal systems that won't cope
- Lack of demand; misunderstanding market changes
- Competition
- Lack of sales and marketing focus

Growth Challenges

- The business becomes introverted not extroverted
- Focus on cost control rather than marketing
- Focus on product rather than the customer
- Focus on the immediate not the future
- Increased control of internal resources
- Focus on minimising threats not capitalising on opportunities

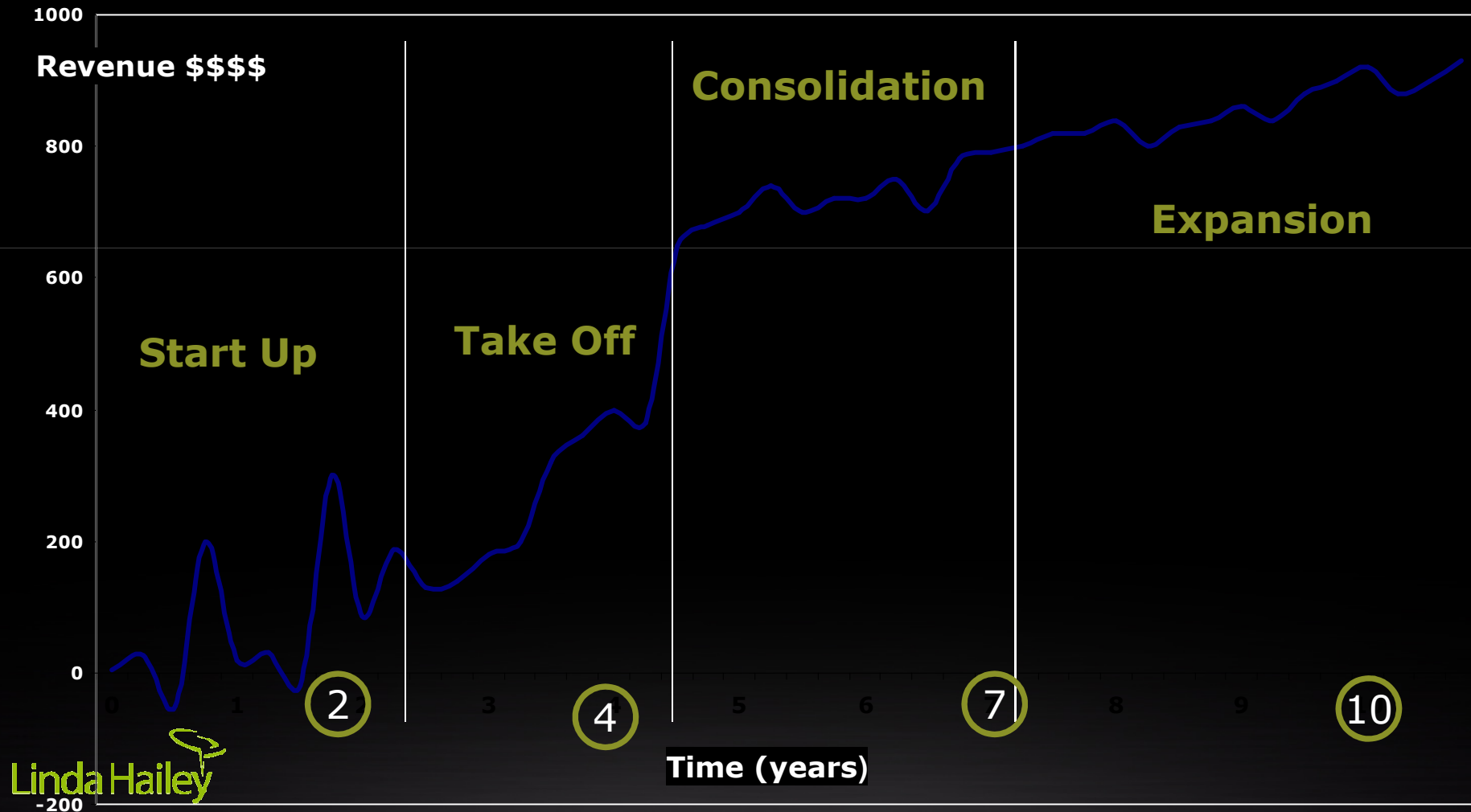
Steps to Growth

- Get to know small business growth phases
- Create your future vision
- Take a business pulse
- Do a gap analysis
- Create an action plan
- Do it!!!

The Four Truths of Small Business Growth

- There are four distinct growth phases that every business goes through
- Each phase has distinct characteristics and results in common thoughts and behaviours amongst business owners
- These symptoms of growth are normal
- Growth and the symptoms that go with it can be predicted

Small Business Timeline



Small business growth phases

Symptoms	<ul style="list-style-type: none"> ▪ Just do it ▪ Exciting ▪ Scary ▪ Crazy cash flow ▪ Product focussed ▪ Full stop to full on ▪ Opportunistic ▪ I feel a fraud ▪ No data <p style="text-align: center;">Start Up</p>	<ul style="list-style-type: none"> ▪ I'm a success ▪ Opportunities galore ▪ Growing fast ▪ Need staff ▪ I want more ▪ Crossroads ▪ Try new things ▪ Overloaded ▪ Successful ▪ I can say no <p style="text-align: center;">Take Off</p>	<ul style="list-style-type: none"> ▪ Financially sound ▪ Unexpected dramas ▪ Systems in meltdown ▪ Frustrating ▪ Poor staff morale ▪ Business too reliant on me <p style="text-align: center;">Consolidation</p>	<ul style="list-style-type: none"> ▪ Think big ▪ ROI ▪ Need a challenge ▪ Totally strategic ▪ Business is booming ▪ What about me? ▪ New ideas ▪ New roles <p style="text-align: center;">Expansion</p>
	0 1 2	3 4	5 6 7	8 9 10
Years				

Start Up – Think toddler

- Focus on the product
 - Often not fully developed
 - Concepts can change
- Focus on systems, getting set up, philosophies
- Can't afford staff
- Can't afford equipment
- Can't predict
 - No data from the business
- Can have unrealistic expectations
- Are opportunistic not strategic
 - Not client focused
 - Just do it
 - Take on the wrong clients, spend time "kissing frogs"
- Cash flow problems
 - Poor quoting
 - Debt collection

Start Up Strategies

- Set realistic goals
- Focus on the customer not just the product
- Don't try to be all things to all people
 - Target specific market segments
- Budget and monitor financial performance, sales results and productivity
- Find a mentor, tap into free advice; don't go it alone
- Celebrate success

Start Up Outcomes

- Clearer sense of direction for products and markets
- Improved cash flow
- Increased business owner confidence
- Drift from product to customer focus
- Make less mistakes
- The business fails
 - Demand wasn't sufficient
 - Business owner wasn't suited

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Take Off – Think School Starter

- Know clients, markets
- Have proven success
- Have systems in place
- Staff are a key issue
 - Finding them
 - Hiring them
 - Keeping them
 - Firing them
- Have access to business data
- Established client base
 - May be losing track of clients
- Strategic replacing opportunistic
- Have industry, marketplace networks
- Have a reputation
- May be facing serious competition
- Just coping with growth

Take Off Strategies

- Run detailed market segmentations on existing and potential markets
 - Set strategies for success that take into account time and budget
- Use formal planning sessions, prof help
- Develop a “future” organisation chart
 - Develop staffing profiles and strategies
- Don't ignore existing clients

Take Off Outcomes

- The business fails
 - Demand wasn't sufficient
 - Business owner wasn't suited
- The business stays the same structurally
 - Decision not to hire staff
 - Decision to grow in revenue but not size
- The business embraces take off
 - New products into existing market
 - Same or similar products into new markets
- A clear direction

Small business growth phases

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Consolidation - Think Teenager

- Financially sound
- Established client base
- Well positioned in the marketplace
- Complex business and markets
- Mainly strategic approach
 - Perhaps not working fast enough
- Interest in technology
- Systems set up on day one begin to fail
 - Equipment and resources
 - Communication
 - Sales and marketing
- Internal focus
- Frustration with staff
- Isolation, frustration
- Usual solutions don't work

Consolidation Strategies

- Conduct a paperchase on every internal system to identify black holes
- Use a staff SWOT to identify key issues
- Set budgets for consolidation phase
- Research equipment options
- Review HR and communication systems
- Review management style

Consolidation Outcomes

- A solid platform for growth and expansion
 - Improved equipment and resources
 - Improved systems
- Documented systems for future franchising or licensing
- Improved staff morale
 - Staff taking more responsibility for the business
- The business owner has more time to focus on new challenges and expansion
- Business owner chooses not to grow further
- Business is sold (and often on sold)

Small business growth phases

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Expansion – Think Leaving Home

- Established product and service
 - Potential for development
- Entrepreneurial need
- Consistent business performance
- Have begun research
- Can access capital for expansion
- Strong external focus
- Strong market focus
 - Industry
 - Trends
 - Technology
- True customer focus
- Willing to learn new methods & techniques
- Have networks

Expansion Strategies

- Choose new markets
 - Research and test markets
 - Set business and personal goals
- Review existing product
 - Pricing, packaging, distribution
- Protect the core business
- Research, research, research
- Treat the new initiative like a new business
- Seek only expert, specialised advice

Expansion Outcomes

- New products or services into established markets
- New products or services into new markets
- Existing products into new markets
- New distribution channels
- Dramatic change of core business
- New structure, mergers, acquisitions
- The new business initiative starts acting like a start up!

Use Timelines to Predict and Plan for Growth

Nine Steps to Growth and Success

Business Planning

versus

Vision Planning

- Focuses on now
 - Strict format, formal
 - Can be daunting
 - Revolves around hard goals
 - Large document
 - Major task
 - Time consuming
 - Needs an engine
- Focuses on future
 - More fluid, flexible
 - Can be tailored
 - Eliminates roadblocks
 - Includes soft goals
 - Less documentation
 - Faster, cheaper
 - Action driven
 - Moves with the times

The Business Plan is Dead!

- 3 phases in the traditional planning process
 - Beginning – Review your current business
 - Middle – Analyse the information gathered
 - End – Plan based on findings
- Turn them around for vision planning
 - Plan – Create a growth vision
 - Review – Review your current situation
 - Analyse – Identify everything that will have to change to achieve your vision

Step One - Create Your Vision

- Plan from the future to create a detailed vision of your business in 18 months – 3 years time
 - Set a date 18 months - 3 years in the future
 - Create a detailed vision of how your business will look and act on that date
 - Your vision should be:
 - Out there!
 - Motivational
 - Specific
 - Detailed

Create Your Growth Vision

- Allocate time
 - 1-2 hours max for initial brainstorm
 - Add to the vision over the next seven days
- Forget the present
 - Forget your current issues
 - Forget your recent failures or successes
 - Don't censor or be negative
- Start with post it notes and butchers papers
- Follow the Vision Checklist

Vision Checklist

- Revenue/profit
- Core business
- Product or service mix
- Size of business
- Production
- Distribution channels
- Target markets
 - Planned markets
 - Existing markets
 - Long term
 - Short term
- Staffing
- Your role
- Location/premises
- Positioning
- Image and brand values
- Awareness, reputation
- Milestone achievements

Step Two - Quantify your vision

- Increase volume in an existing target market
- Sell an existing product or service into a new market, here or overseas
- Sell a new product or service into existing market
- Introduce a new product into new market
- Create new distribution channels
- Find a new application for an existing product
- Increase awareness of your business and product
- Form a strategic alliance
- Merge or acquire another business

Step Three - Take a business pulse

- Identify your business strengths & weaknesses with a Health Check
- Use a “Where Am I Now” check up to create a picture of your business today
 - Be honest
 - Don't change the facts to fit the vision
 - Don't spend too much time on this 1.5 hours max

“Where Am I Now”

- Revenue
- Profit
- Services & Products
- Pricing
- Sources of revenue
- Premises
- Staff
- Distribution
- Marketing
- Reputation
- Image/brand
- Market Positioning
- Strengths & Weaknesses

Step Four – Look for the Gaps

- Review your current situation
- Review your growth vision
- Ask yourself, “What has to change to achieve the vision?”
- Follow the Gap Analysis Checklist

Gap Analysis Checklist

- Product development
- Pricing
- Packaging
- Product mix
- Target markets
- Suppliers
- Office systems
- Delivery systems
- Billing systems
- Sales systems
- Customer service systems
- Sales approach
- Marketing
- Positioning
- Awareness
- Promotions/publicity
- Staff and structure
- Communications – internal
- Communications - external
- Management

Step Five— Take a Reality Check

- Consult your Health Check
 - Have you developed strategies to overcome any weaknesses?
 - What will inhibit growth most?
- Check your marketplace
 - What are the key opportunities?
 - What are the key threats?
- Double check your vision
 - What are the barriers?
 - Where are the gaps?
 - What must change for you to achieve your vision?

Step Six - Create An Action Plan

- Turn each gap analysis item into a basic strategy and action
 - Prioritise each action

Step Seven – Measure Progress

- Allocate time and resources
- Allocate action items to team members if relevant
- Set a deadline for completion of each action item

Step Eight – Do It

- Schedule time for action items
- Do it
- Get the team doing it
- Keep doing it
- Don't stop doing it
- Do it some more

Step Nine - Get the Growth You Want

- Share your vision
- Don't ignore the big picture
- Don't go it alone
- Don't ignore your gut feel

It's Your Business, You Deserve
Success!!

Linda Hailey 

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1 2 3 4 5
20 21 22 23 24 25 26

The business plan is dead!

Vision planning is quicker, easier and gets results.

[Find out how you can go for growth using Vision Planning](#)



Information and Inspiration

Now you can beat the daily challenges of business life with quick solutions and great ideas on everything from pricing and customer service to advertising and marketing.



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