

Planning for Your Business Success

LYLE A STACPOOLE (BA)

AN

AUSTRALIA MY LAND ASSOCIATES MARKETPLACE

[AML-AM]

BUSINESS SUPPORT INITIATIVE

RELEASE EDITION

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Introduction

Planning!

Most people who start a business would think and subsequently say that they have adequately planned ahead for running their business. Nevertheless have you ever wondered why you ever went to school?

School, and subsequently university, is not about learning WHAT but HOW!

While I was at university (as a mature age correspondence student) my good friend who first suggested I do the course said something to me that resonated back through my school days (when I went to school to play footy and cricket and not much more) and made me realise why it really still did mean so much to me, though I would have always been reluctant to admit it! I also reflected on other things I had done in my life that I often tell people “was a great education for me”, *and why they had been*.

You see Suzanne worked at the *University of Sydney* and had done so for many years since soon after leaving school. Having watched both students and professors go about their business every day, and her trying to organise both, Suzanne realised University was about “learning how to learn”.

So while I was wondering if what I was doing as a mature age student was really going to be ‘worth the time’, Suzanne said to me “it is not about learning anything new L; it is about *learning HOW to learn* to do something new”.

And she was absolutely right! You see I had been in the building industry and was on the cusp of ‘owning everything I ever wanted to’ (which was not much), having successfully run my own businesses and gained valuable experience as a salesman for other businesses. Then at 40 I fell in a heap and I was diagnosed with a condition that relegated me to the scrap heap, at least for a while.

What I see now is that I needed to completely re-invent myself, *not* just to look for work that ‘suited my condition’ but completely change my attitude to myself, what I was capable of doing, and *plan* for something else!

Had I recognised that need right then when it had happened - my having to stop building - the re-invention would definitely not have taken nearly twenty years. Nevertheless with my friends kind and helpful support I went to uni, realised I did not need to be as static as I thought I was and *learn something completely new!*

So WHAT has all this got to do with *planning for a business?*

Basically it meant I had to PLAN a new way of doing things, PLAN a new direction, PLAN HOW to go about it and then *finally* PLAN WHAT TO DO!

Planning a new business is exactly the same; having a great idea does NOT make a good business, it may be the basis for one but often actually is NOT!

Why not?

Introduction - continued

A good business plan involves the combination of the production of and the supply of a product or service that which is required, and that can be provided at a cost that both satisfies the purchasers budget and the suppliers business logistics.

The two main aspects of this are:-

- ♦ *“the production of” and*
- ♦ *“that which is required”.*

The latter is firstly the most important aspect because it does not matter how great an idea is, it is useless if no-one else actually wants it!

Once deciphered that there is a market for the said product or service it is now imperative to work out - read ‘*plan*’ - whether or not that product or service can be supplied at a price that is attractive to the market and can make a suitable profit to the business.

The failure to address these two key issues in setting up a business, are seen as the two main reasons why most businesses fail within the first two years of operation.

The planned logistics of a business undertaking, that is, knowing the costs involved and the work involved in providing a product, is the core to making money. And whatever the reason for going into business (and it may not be primarily to earn money - more on that later) it still has to be profitable or eventually the ‘bank runs dry’, the ‘pockets are emptied’ and the business just ‘closes up shop’.

Australians in particular over the years have shown a wonderful ability to come up with ideas, and most ideas are worthy of address, however, can those ideas be then converted into a workable business stratagem? That is the burning question and the one most often forgotten about. Sadly, most Australians also have this carefree ‘she’ll be right mate’ attitude that works well in life generally, but *not* in business! It is a deadly combination!

Therefore now we understand that there is a need for *planning*, how do we go about it?

PLEASE READ ON!

Note: If are have just said “I am not much of a reader” then either learn how to become a good reader or give up on the idea of being in business.

It is true that some have become successful without being ‘much of a reader’ however these people are exceptional because they have a photographic mind and are extraordinary in their ability to learn from observation.

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About the Author

Lyle A Stacpoole (BA; Music and Communication Studies)

Lyle Stacpoole (owner manager of *Stacpoole Music and Internet* and currently project development manager/secretary of *Australia My Land Pty Ltd*) has been associated with sales and marketing for over forty years. He has a *Bachelor of Arts* degree in *Music and Communication Studies* and has been working with building websites now for eighteen years and with *Australia My Land* part-time for seven while also running his own business.

His sales and marketing expertise ranges from running his own renovations business, his own painting business, working for *Taubmans Paints* and *Bristol Paints* as a trade representative, a sales manager in the mortgage market and sales with network marketing companies. His experience includes many years with companies as diverse as *Amway* and *Genesis Health Products*. Lyle started with the former in 1972 soon after the company opened its Australian 'doors' and the latter where he was in charge of the production of marketing and training presentations including the organising of meeting formats and management, training and marketing slideshow production and printed sales and training literature.



Lyle was also a successful representative for the *Mortgage Guidance Group* whose *Channel 7* TV appearance in 1997 sparked a wholesale change in residential bank lending in Australia and preceded many new mortgage strategies for both residential and business borrowers.

He has completed *Small Business Management* and *Training* courses among many other business and internet modules.

Lyle designed the original marketing concept of *AML-AM*, helping Robert Wilson (CEO) design and build the many *AML* partner websites and is the logistics manager and a website designer and programmer for the *AML-AM* [Australia My Land Associate Marketplace] project.

Lyle is now undertaking the study of *ASP.NET* and other dynamic website development languages and designed the *AML-AM Associate Profile Websites* and associated project initiatives.

Chapter One

The Business Idea

An 'idea' is an intangible piece of information thought up with-in a person's own mind.

And it remains such until they can adequately explain the picture or image they have in their mind to another person or persons. The idea may relate to an action, something that it is thought of as possible for someone or a group of people might do, or of a material subject, a product that if produced might be of worthwhile, or frivolous, use to someone, anyone!

Some people are 'ideas' people! They always seem to be thinking up things to do or to make, and when it comes to business ideas some people seem to never tire of thinking up ways to make an extra dollar or start up a new business.

But an idea itself is not a business product or service. If the idea concerns a certain product or service then more has to be done to bring to fruition the benefit, if any, and the resulting rewards, if any, to the endeavour of bringing the idea itself to a result.



The common saying that 'one man's goose is another man's gander' is the first thing that must be considered. Why? Because what might 'sound' great to one person may not have any merit in the eyes of others. So do not be afraid to ask others about an idea, bearing in mind not to be easily swayed *off* an idea simply because *some* people may not like it. It may be that some adjustment to the idea is warranted, and worth the effort, or that the wrong person/s may have asked in relation to the 'idea'. Be sure to evaluate first *who to ask*, which means making a first foray into 'marketing' the idea's product or service.

Then there is the need to evaluate the cost of bringing the product or service to fruition and whether the cost can adequately be covered, with profit, by the price others would be willing to pay for the 'idea'. It is necessary to remember to include intangible things unrelated to the actual product or service; delivery, transport, travel and access time and all those office-related issues like insurances, licenses and even wages if needed.

Lastly, it needs to be determined whether there are enough people that can be sourced within the area of being able to provide such a product or service that are willing to pay the price for which the product or service is being offered. Again initial marketing concepts need to be applied to evaluate the prospects of sales and delivery of the 'idea'.

Nevertheless these are just the three primary issues to address. If initial 'marketing assessment' reveals the possibility of sales success of the 'idea' then further examination is practicable.

Chapter One; The Business idea: continued ...

So let us take each of these points and develop them a little further here and in the following chapter.

Evaluating the Business ‘Idea’

◆ *Will Customers Want It Enough to ‘Pay’ for It?*

Ask them! Part of the assessment of the ‘Business Idea’ is asking people if they would pay for the product or service intended to be provided, and if they would pay for it, “how much?” It is important to remember two things at this point.

Firstly, do not put pre-conceived thoughts of price or evaluation into their mind.

It is important just to present the idea as clearly as possible; a written, and even better a clearly illustrated, presentation is possibly required and if the ‘idea’ is a product some attempt at a sample if not the actual product would be helpful.

Secondly, be sure to get a good cross-section of potential clients or the general public, not just friends, to evaluate the idea. If necessary go out and knock on peoples doors and ask them frankly for their opinion. If the product or service is related to supplying businesses go and talk to them! Nevertheless again do not become quickly put off by initial negative comments. Evaluate the Market!

Determine how many in your community, or within the reach of your marketplace (it might be the world) are logically expected to be interested in your product? Would it appeal to just men or just women, or to children? Is the appeal to sports people or those who love the outdoors? Or perhaps it is applicable to gardeners or some other demographic of the community.

Then apply your marketing assessment to that demographic. Ask those people! And take notes of what people say. You may dismiss a comment only to find several other people make similar comments and upon reflection the ‘idea’ could have benefited by noting at the time exactly what was said so that comparisons can later be benefited from.

Market Assessment is the most important primary step in making an ‘idea’ become a ‘business reality’.

☛ **DANGER:** The most frequent fatal mistake is looking for, or thinking you have found, the *ultimate product* or service. The most important thing is to find the *ultimate market*!

◆ *Does the Potential Product or Service Solve a Problem?*

Problems get in the way of us enjoying life and most people want to enjoy life! The most ‘marketable’ problem-solving products and services are those that deal with our basic needs and also those that deal with our emotional needs.

Seasons in the Sun became an instant number one hit for Terry Jacks in 1974 and no doubt made song-writers Jacques Brel (the original Belgian language writer) and Rod McKuen a few dollars because it clutched at the emotions of nearly every person on the planet!

Chapter One; The Business idea: continued ...

◆ *Is the resulting Product or Service Unique or In Demand in the Marketable Region*

More Market Assessment! Is the idea actually as unique as you initially thought it was? Have you actually checked to see that ‘no-one else has done or thought of this’ before you even say that to your first *Market Research* specimen?

Checking your local newspaper *Classified Ads* section, the *Yellow Pages* and even making an internet search (Google etc) will help you evaluate if other ideas are similar or address the ‘problem’ in a like manner or perhaps even better! *OUCH!*

Assess what advantages your product or service might have if there are others within your ‘marketplace’ and make sure you can easily explain in spoken word or text why a person should want your product over others on the market.

Most importantly, if there are other similar products and services what is the price comparison and can you justify why someone would purchase yours when it is more expensive. If you can then that is great but be careful not to look through rose-coloured glasses when addressing the question!

A more subtle question to ask is whether your product and/or service can easily be duplicated? Is there a need to hold back a little, especially during the development stages, to avoid someone ‘stealing’ the idea. Especially where the internet is used for initial market research, or later for distribution, a certain amount of care needs to be taken to protect the business idea from being *duplicated* by another entrepreneur, particularly by someone who has more *resources* at their disposal to make improvements on *your* idea and ‘cash in on it’.

◆ *What are the Production Costs verses Sales Price (Price Point)?*

Once a need for the business idea is established the next thing to evaluate is the production costs and whether the resulting ‘sell price’ is affordable to the market. You can see at this juncture with the marketing assessment already established after the first two points are addressed, the relevance of those results to this issue.

Is the resulting price firstly affordable to the market and make the product or service ‘desirable’? Will the market pay for the product or service at that price?

Secondly, are the resulting profits enough to live on, enough to allow the business to operate and grow? *How many ‘items’ need to be sold at the Sales Price* for the business to operate and grow? Is it even logical to be able to supply the number of given items, whether a product or a service, in the time needed to make the number of sales necessary to allow the business to make a profit?

Logistics! It is all about working out the numbers, the intangible miscellaneous things that will be the hidden ‘snakes in the grass’ if not measured beforehand.

We have looked at the two most basic items needing to be addressed in starting a business and evaluating a business idea, *Marketing* and *Logistics*, but there is more!

Chapter One; The Business idea: continued ...

◆ *Is the Product or Service Scalable?*

The reasons for scalability are two-fold. You want to be able to provide various options for the sake of *price* and *need*. From a business perspective you also want to create a number of income revenues or sources.

Someone may not be able to afford the expensive version but would be happy with a scaled down version at a cheaper price. The more options for your product the greater the market share available to it (for sales)!

The second reason is simply the varying needs of different clients, whether they be individuals or businesses.

Nevertheless scalability is also a protection against what we mentioned earlier in respect to someone trying to duplicate your business idea. It is good if, especially in the first few years of business, you are able to ‘hold back’ options for variation within the business (product or service) model and to incrementally include these “improvements” and “upgrades” into the business idea later. Do not be hasty to ‘let it all out’ too soon in an excited passion of exuberance over your idea, as good as you think it all is!

You may not initially see where your idea *will* grow, but it is important to see that it *can* grow! Do not quickly jump into a business model based on a unilateral direction unless you are absolutely sure it will work in that format. And few do! Businesses always need to grow their ideas and be able to expand their market.

◆ *Has Your Idea Gained Any Reaction?*

What are the results of your initial Market Research and Assessment?

There are three areas that need to be considered when assessing the results of the Market Research applied.

- Market Response
- Potential Vendor Reaction
- Business Recognition

What are the differences?

Your potential ‘Market’ is the overall area in which you hope to project (advertise) your business idea (product or service). This may be your local neighbourhood or the whole world, it may further be a designated demographic of the specified area.

So what are the results of your aforementioned Market Research?

A “Vendor” is someone who might be interested in selling the product on your behalf, when the need arises to expand your ability to service the identified market.

Have potential sales people or businesses ‘put their hand up’ to sell your product?

Chapter One; The Business Idea: continued ...

Have external businesses and interested parties shown a genuine interest in the 'idea'; these could range from potential clients to investors and advertisers or the media.

Evaluate comments carefully though, as some, for example advertising agencies or industry managers, may have personal interests in making a grab for your dollars before you have made them! A good example of 'Business Recognition' would be the reaction of radio or newspaper editorials wanting to 'have you on their show' because they see the potential of your 'idea' without any immediate financial gain for themselves.

Have Independent Business and Industry Sources Shown Positive Interest in the Idea?

◆ *Will Your 'Idea' Still be Relevant over Time?*

Many ideas appear to be ideal at a certain period of time and then due to society or community changes find themselves 'out of favour' sooner or later.

A long-lasting business idea needs to have the ability to react to changes in the Marketplace when necessary, to adapt to oncoming competition and even to a changing financial environment. If it is evaluated as a short-term fad or trend do not quickly dismiss it out-of-hand but make sure the logistics of putting it into the marketplace and making a 'quick dollar' warrant the effort and expenditure.

One social website that is already starting to lose 'favour' is still making a suitable profit and over its short four or five year peak 'at the top' has certainly been worth the effort for its founders. As long as you can clearly see and evaluate the possible dangers of a short-term investment and do not leave investors stranded there is no harm in quick-fire ideas, as long as you know the dangers and are prepared for them.

Part One: Dealing With The Vision

Your Own Business!

Starting your own business is often seen as the gateway to independence, being your own boss instead of having to answer to someone else's 'beck and call'. However the effort, more often than not, either fails dismally or itself becomes the new boss, one that is unrelenting and sometimes most frustrating.

- ***How can a New Business be given the best chance to succeed?***

Planning: The First Key

It does not matter whether the planned venture is going to be large or small, planning is still a major factor in making it a success. Indeed whether the venture *IS* going to be large or not is the very first step in planning. You have to know and understand the vision for your new



- ***How far do you want to take this project?***
- ***How much are you willing to sacrifice to get it going?***

These questions are mostly answered in the vision you see of your *lifestyle* once the business is flourishing, however it must be realised that that 'result point' may be a little way off. How far you want to go with a project will go somewhat part the way to establishing the possibility of knowing how long before you get to that 'result point'.

It is important at this stage to also establish who is going to be affected by the project; family, friends and other relationships may be affected and it is important not to think otherwise and to ignore the affects a new business venture may have on those relationships. The resulting often unforeseen 'sacrifices' needed may take a heavy toll on them.

What Type of Business is the Vision Based On?

A business can generally be categorized into one of two options, they being:-

- Supplying a self-generated Product or Service or
- On-selling a Ready Supplied Product or Service; maybe a Franchise

It may be based:-

- In a Shop or other Commercial Facility
- At Home
- Online; Drop Shipped or Digitally Supplied

Part One: Dealing With The Vision - continued ...

The type of business and where it will be centralised is pivotal to the planning of the business, with the costs that need to be factored into the *Business Plan* variable depending on these points. For example if the business is centralised at home, even if most of the services or products supplied are done so 'in the field', a strict schedule of working hours and a close watch on that schedule is imperative to a balanced lifestyle and successful business. All the factors of working from home, which would include operating space, privacy, affect on other members of the household and transport (especially if the family car is involved) are all often overlooked aspects when the excitement of 'working from home' is positively envisioned in the days and weeks before operation actually kicks off and the hard facts of 'working from home' are confronted.

Alternative Home Based Business

Online Marketing in the form of an affiliate or multi-level marketing sales format is often a 'turn to' option when desperate for work. These often call for an investment of some sort, most often with the promotion of promised riches gained from the very real possibility of teamwork and group sales.

Nevertheless many are enticed into these sales operations without still looking at it from a 'business-like' perspective and many dollars have been wasted on start-ups in multi-level marketing, or worse, ponzi schemes, because it was charged into without any business accrument. After a lot of wasted time and effort trying to put into practise a sales pitch that simply does not suit most people, most MLM businesses fall away because the very concept of the clients being the salesman is fraught with brittleness!

That is not to say all multi-level or network sales systems are bad; with the right product and the right approach many companies can be represented with a genuine expectation of building a solid business from home. Multi-level Marketing is now even used by many major mainstream companies to sell to a new market with a 'new approach sale team'.

The next step therefore is the *Business Plan* itself

Facts, figures, logistics and in this modern age all the red tape necessary to operate a business needs to be addressed and costed before a penny is spent.

How much capital will be needed to start the business and at what stages is more capital input likely to be needed? Where will that capital come from? If it is borrowed the repayments will need to be entered in *as a priority*, not as an afterthought 'if the money is there to pay it'.

Starting a business without a proper *Business Plan* is like setting out on a holiday after purchasing only the first ticket out of town! You might get somewhere but there will be a lot of guesswork and impromptu decisions made along the way, with disaster lurking at every junction.

Part Three: Evaluating the Business ‘Idea’

Business Plan 1.1: Business Overview

Starting a business based on what the owner believes is a ‘great idea’ without checking what other people think of it is perhaps the most frequent of mistakes made and the most disastrous.

The first section of the Business Plan should truly evaluate and outline how the business will operate and how it will make a profit. It needs to be determined whether there are enough people that can be sourced within the area of being able to provide such a product or service that are willing to pay the price for which the product or service is being offered.

Again initial marketing concepts need to be applied to evaluate the prospects of sales and delivery of the ‘idea’.

- ***Will Customers Want It Enough to ‘Pay’ for It?***

Ask them! Part of the assessment of the ‘Business Idea’ is asking people if they would pay for the product or service intended to be provided, and if they would pay for it, “how much?” It is important to remember two things at this point.

- ***Firstly, do not put pre-conceived thoughts of price or evaluation into their mind.***

It is important just to present the idea as clearly as possible; a written, and even better a clearly illustrated, presentation is possibly required and if the ‘idea’ is a product some attempt at a sample if not the actual product would be helpful. The results of this test will be a foundation for the required Business Overview for your Business Plan.

- ***Secondly, be sure to get a good cross-section of potential clients or the general public, not just friends, to evaluate the idea***

If necessary go out and knock on peoples doors and ask them frankly for their opinion. If the product or service is related to supplying businesses go and talk to them! Nevertheless again do not become quickly put off by initial negative comments. Evaluate the Market!

Determine how many in your community, or within the reach of your marketplace (it might be the world) are logically expected to be interested in your product? Would it appeal to just men or just women, or to children? Is the appeal to sports people or those who love the outdoors? Or perhaps it is applicable to gardeners or some other demographic of the community.

Then apply your marketing assessment to that demographic. Ask those people! And take notes of what people say. You may dismiss a comment only to find several other people make similar comments and upon reflection the ‘idea’ could have benefited by noting at the time exactly what was said so that comparisons can later be benefited from.

Part Two: The Business Plan - continued ...

Market Assessment is the most important primary step in making an 'idea' become a 'business reality'.

💣 **DANGER:** The most frequent fatal mistake is looking for, or thinking you have found, the *ultimate product* or service.

👍 ***The most important thing is to find the ultimate market!***

Checking your local newspaper *Classified Ads* section, the *Yellow Pages* and even making an internet search (Google etc) will help you evaluate if other ideas are similar or address the 'problem' in a like manner or perhaps even better! *OUCH!*

Assess what advantages your product or service might have if there are others as opposition within your 'marketplace' and make sure you can easily explain in spoken word or text why a person should want your product over others on the market. Can you justify why someone would purchase yours when it is more expensive. If you can then that is great but be careful not to look through rose-coloured glasses.

A more subtle question to ask is whether your product and/or service can easily be duplicated? Is there a need to hold back a little, especially during the development stages, to avoid someone 'stealing' the idea.

Many ideas appear to be ideal at a certain period of time and then due to society or community changes find themselves 'out of favour' sooner or later. A long-lasting business idea needs to have the ability to react to changes in the Marketplace when necessary, to adapt to oncoming competition and even to a changing financial environment.

What is Your Marketplace?

Your potential 'Market' is the overall area in which you hope to project (advertise) your business idea (product or service). This may be your local neighbourhood or the whole world, it may further be a designated demographic of the specified area, eg all the fishermen in the district.

USP: Unique Selling Proposition

1. Problem Solving Headlines: NOT Cheapest Priced

2. Focus on BENEFITS not FEATURES

Eg. Toothpaste - whiter teeth

3. What are the PROBLEM-SOLVING BENEFITS

Chapter Three

The Business Plan

The Changing Face of the Business Office

A painter nowadays needs to be *more* than a painter! A plumber needs to be *more* than a plumber! Every tradesman, sole trader and businessman needs to be more than they had to be forty years ago. Businesses can no longer for example give and take a little, sharing or swapping goods and services like used to often happen, as the Tax Office expects to get its fair share of exchanged income so that it can provide the Government with the needed revenue to keep the country afloat.

We may sometimes curse computers and technology but the fact is that if we did not have them our time would be further cluttered with paperwork, bookwork and record-keeping. The reality is that much of today's 'extra' paperwork and 'print outs' is not caused simply by being able to 'print out' but by the fact that businesses are expected to keep more records to satisfy the 'halls of bureaucracy'.

Using a computer to 'print out' just makes it easier, even if we do use more paper and thus more trees! Many businesses also have to create a higher level of production and/or sales to provide a necessary profit margin to stay in business and the records of these are often too expansive to 'keep books' in the way that it was fifty years ago.

Superannuation, health levies and other benefits are also added to this sophisticated conglomeration of work and records that needs to be addressed and again the business office has to keep up with all these changes. Every few years the tax laws and superannuation stipulations make it more difficult to keep doing the same thing always previously done. Yes, unfortunately times have changed and the business office has had to change with it.

Therefore Business Planning is a must; setting goals and targets, budgets and cash flow verses profit and loss, expected cost of growth and the list goes on.

Staying On Track With Your Goals

With so much more to keep track of and income and outgoings needed to be recorded more thoroughly for legal reasons, as well as just supplying the products and services of your business, it is sometimes too busy a path to keep track of where your business actually is.

Chapter Two; Why Having A Business Plan is Essential: continued...

That is where a glance over a well-constructed *Business Plan* can be a steering wheel back to where you really want to be with your business. It is of particular importance if there is a need to report to partners or investors that there is a guide to what is expected from the business and goals to gauge against to show growth or recession.

The business Plan is also most important when making decisions to spend money on increased production and expansion. How have previous efforts to do so compare with the expectations shown in the Business Plan and what needs to be adjusted to better the options if some fell short or to replicate those things that were successful? How have the previous expectations panned out and what lessons and regular adjustments can be made to build a more stable business platform and better conditions for workers?

Money, Money, Money; Why It Is So Important Today

Very few businesses are able to get started and remain progressive without at some time having to ask someone for a loan to help them out. That 'someone' is usually a bank or other lender and the first thing they want to know is that *you* are a good business proposition to *them*. You may believe in yourself and your idea but you need to convince them and that starts with a good Business Plan.

But why is the dreaded dollar so important today?

We are no longer a primary production only society; in fact very few places in the world are in the new century. A primary production society can tend to get by on the supplies of the community and this greatly affects the economy of the vicinity in which a business is located and on a broader scale the whole country's economy. When an economy begins to rely on industrial production of goods, which people can neither eat nor shelter under, then the money has to keep rolling around in a vicious circle so that everyone gets paid something so that they can pay for what they need, even for the basic necessities of life.

Therefore more pressure is placed on individual businesses not only to keep afloat for the sake of the owners but also for the sake of its staff and reliant businesses. It is the reason why towns take so long to get back on their feet after a natural disaster and people's personal lives are swept along in the unfortunate flood of the ongoing financial calamity.

There is a greater need for businesses to have a back door when venturing into the new and untried or when starting out from the beginning. What can be done if and when something goes wrong? And it likely will at some time 'go wrong', often without the owner helping it to do so! What can be done when mistakes are made and there is a need to re-evaluate the goals and procedures of a business operation? Venturing into the world of *IT* is such an expedition!

Having a logistically stable Business Plan can help in all these areas.

Do Not Guess - Use a Template and be Thorough!

Whatever the vision is a *Business Plan* is always needed. It is true that people have for decades been successful in business with 'everything being in their head'. However in this century the factors on whether a business is successful are more varied with government regulations also having to be considered, particularly if labour and/or sub-contractors are involved.

There are many good *Business Plan* Templates available. The template that comes in the *AML-AM Business Start-Up Kitbags* (packs) is a very thorough *BP* based on a Government sponsored *Small Business Management* course. How much of the *BP* is relevant to a new business proposal can be determined by addressing each section thoroughly before deciding on either what to put down in writing as part of the plan or whether there is indeed nothing that needs to be added in that section as relevant.

Do not guess at figures. Especially if product or raw materials needs to be accessed or purchased the cost factor needs to be as precise as possible; also the possibility and regularity of cost increases needs to be addressed. Every detail of the cost of a sale needs to be documented right down to time spent in packaging the product and the mailing or delivery costs.

The costs need to be no more than 60 to 70 per cent of the sale price or service price and the sale price or service price needs to be within the market value and saleable figures for the items within the target market. If your product or service is more expensive than the oppositions there has to be very clear, marketable reasons as to why the market would want your product in preference to what is already available at a cheaper rate.

Strengths, Weaknesses, Opportunities and Threats

The *SWOT* Analysis is a very important part of the *Business Plan* accompanied by a thorough *Marketing Evaluation*.

What will the market be for your product or service; that is:-

- *WHO will buy it?*
- *Why will they buy it?*
- *When will they buy it? Is it affected by seasonal changes or time of the year?*
- *Where will they buy it and how will it be delivered?*
- *How will the market be accessed and informed about the availability of your product or service? That is, what advertising will be needed?*

Two factors often misunderstood are firstly the *difference* between *Selling* and *Marketing* and the *difference* between *Profit* and *Cash Flow*.

Part Two: The Business Plan - continued ...

The first needs to be understood so that a sufficient number of sales can be made to be profitable and the second so that income can be wisely budgeted and not spent simply because it is 'cash in the bank'.

The logistics in the *Business Plan* will also add possibility and cost factors in having to employ including sales people, insurances and registration renewal of both, transport, office equipment and forget an amount set aside for the accountant!



Superannuation, health levies and other benefits are also added to this sophisticated conglomeration of work records that needs to be addressed and again the business office paperwork has to keep up to date for all these, along with the often annual changes to regulations. Every few years the tax laws and superannuation stipulations make it more difficult to keep doing the same thing always previously done. Yes, unfortunately times have changed and the business office has had to change with it.

Therefore Business Planning is a must; setting goals and targets, budgets and cash flow verses profit and loss, expected cost of growth and the list goes on. How much pre-planning goes into ANY business venture at this stage might determine the chances of getting to your 'results point' successfully and having the lifestyle envisioned from having your 'own business'.

Staying On Track With Your Goals

With so much more to keep track of and income and outgoings needed to be recorded more thoroughly for legal reasons, as well as just supplying the products and services of your business, it is sometimes too busy a path to keep track of where your business actually is.

We are no longer a primary production only society; in fact very few places in the world are in the new century. A primary production society can tend to get by on the supplies of the community and this greatly affects the economy of the vicinity in which a business is located and on a broader scale the whole country's economy. When an economy begins to rely on industrial production of goods, which people can neither eat nor shelter under, then the money has to keep rolling around in a vicious circle so that everyone gets paid something so that they can pay for what they need, even for the basic necessities of life; food and a roof over the families heads.

Therefore more pressure is placed on individual businesses not only to keep afloat for the sake of the owners but also for the sake of its staff and reliant businesses. It is the reason why towns take so long to get back on their feet after a natural disaster and people's personal lives are swept along in the unfortunate flood of the ongoing financial calamity.

There is a greater need for businesses to have a back door when venturing into the new and untried or when starting out from the beginning. What can be done if and when something goes wrong?

The IT Budget

Setting a budget for your new *IT Department* is a tricky business and will in many cases involve taking into trust someone who can genuinely help set up an office computer system that suits the needs of the business.

There are three things that a business needs to be cautious about:-

- Do not over-spend: do not be talked into keeping up with the ‘Joneses’ by some slick sales guy
- Do not under-spend: allow adequate funds and avoid second-hand equipment and programmes; avoid FREE copies of programmes you know usually cost a few dollars
- Allow for growth and the need for upgrades (usually every two years is average)

Therefore the first thing you need to now is that you can trust your supplier. Ask plenty of questions and even if you do not understand the answers ask more! If they get cranky about having to answer then they likely are not the person you need.



The Website Budget

The same applies to the Website budget. Simply spending a lot of money and even a resulting ‘great looking site’ does not equate to and guarantee a successful website that is capable of attracting new customers and supporting a businesses current clients, an oft overlooked aspect of a website.

A website is not the beginning and the end of a businesses ‘new marketing and advertising plan’, it is only an extension of its current one and at least should assist them to reduce print (newspaper and magazine) and other media advertising, but not eliminate them. It should though prompt extended use of printed marketing materials such as flyers, business cards if they are not already extensively used and signage; all of

which should prominently feature the website address more than a phone number; as a website address is easier to remember than a bunch of numbers.

This all points to the fact that a businesses website is not a piece of graphic art or an entertainment page! It is a group of pages that together should market the business profile and as a marketing tool needs to be built by someone who understands marketing, not just a clever website builder who is more interested in showing *their* clients how clever *they* are!

A businesses website developer needs to understand the requirement to market the products and services of their client and though the client needs to add some support in this aspect, or pay to have the web builder research the industry involved, the web builder still needs to have some understanding of what is being marketed. This will mean a lot of communication between business owner and website builder in an ongoing relationship,

DOMAIN NAME REGISTRATION COSTS: \$10 to \$40 per year

WEBSITE HOSTING COSTS: \$150 to \$400 per year

DEVELOPMENT COSTS: average \$450 [4 pages] to \$4000 [25 pages]

WEBSITE MAINTENANCE COSTS: from \$75 [basic] to \$650 [premium] per month

Seven Things to Do and Remember When Planning an IT and Website Strategy

1. Plan and Budget

What can you afford and how will you pay for upgrades. Know the benefits of the dive into technology exactly the same as if your were buying any new piece of machinery for your business. Get help you can trust right from the start because you are going to need it right along the way.

2. What will be the Primary Functions of the IT Department and Website

Do not place a large amount of new work in front of your staff just learning what to do and how to do it. Outline clearly before you buy anything what the function and outcomes are expected from the new equipment and be sure your logistics, staff and budget, will all allow for it.

Allow for growth; Use Equipment and Programmes that the staff can easily learn.

3. Employ Someone you can Trust and Work Along with

There will be the need for a lot of input from you or someone in your business who fully understands the primary function planned for your website, your products and services and who has come to learn a little about how and why websites work.

This person will need to be able to liaise with the web designer and thus the web designer in turn must be someone who is willing to be 'told what to do' when needed. They will need to be able to explain to you or your assigned staff what is happening with the site, why certain aspects of the site must be used and what costs are involved with any ideas put forward by yourself or your assigned staff.

4. Do Not Try and 'Keep up with the Smith-Joneses'

It may be easy to get caught up in the latest product or service marketed as a necessity. Many new IT products and services are untried and un-tested with large security issues hanging over them, like the 'cloud' (pardon the pun).

Do *NOT* wait till work gets 'slack' to start an IT or Website project

While it is true that during an off-peak sales period work can be achieved while the business continues to function effectively, plan ahead for increased 'off-peak' productivity with a good website marketing strategy.

5. Know for a certainty what is being paid for

Understand as much as possible about the equipment and function of the IT Department ; the costs of the Website project. Do not sign contracts for Maintenance until you are certain the contractor or business providing that service will deliver what they promise. Expect that they need to re-estimate you when requested both what they are doing and the results you might expect from the work. Have escape clauses written into the contract or still do not sign long-term contracts.



6. Remember that a Website is a 'commissioned work' and belongs to you:

A 'Commissioned Work' is where someone is asked to produce a finished product. In the case of a musical score or a painting the end copyright does not belong to the musician or artist but to the person who commissioned the work, as long as they pay for it!

A website belongs to the business who pays for it to be developed. Be aware that many website developers will try and maintain control or even ownership but this is not legal.

A website designer and developer should be able to provide you with workable files (usually html files) that you can take to another developer to proceed with. Therefore beware of programmers who use programmes like Joomla! Word Press or Droople to build your website as the files they produce will be pretty much useless to you for later production.

Another reason to ask a developer to build in basic HTML5 (the latest version) is that it may be possible for someone in your office to actually be able to learn this rather basic language and make simple changes to your website. You will not generally be able to 'take over' the continued development of your site but someone learning basic HTML5 may work out a lot cheaper than asking for a website to be built using a CMS (Client Management System) which in many cases are more frustrating than they are worth! And HTML5 editors are generally free, as opposed to many aforementioned programmes which can be expensive in themselves and more expensive to learn to use.

Starting an Online Business

Statistics have generally shown that eight out of ten businesses fail in their first two years of operation; this has mainly been caused by the lack of preparation and logistical research, especially in the area of the intended marketplace. Just having an apparently 'great' idea or product is not the basis of a sound business venture, and though once it could be said that to 'give it a go' was the order of the times it is a vastly different business scenario in the twenty-first century.

Starting a business online or one that is expected to rely on a heavy online input, is much more logistically difficult and perilous.

A business nowadays therefore has to be even more prepared to survive those first two years both financially and physically. They need to know that their product or service will continue to be marketable beyond the current climate, something that is forever changing in today's unstable business world.

To do this a business needs to:-

- offer variety
- make sure their website is well built - well coded - customer friendly
- look for additional ways to create income from the site

Business Plan Essential

A well prepared Business Plan will help a business regulate its goals and expenditure so as not to overspend too soon (profit does not equate to cash flow), allow for additional funds to create new ideas as practise makes perfect and for additional staff and equipment as the demand on the business grows.

Market Research documented and outlined in the Business Plan will make sure product and services prices are right for the market and raw materials are able to be accessed at the right price and will continue to be so.

A careful procedure plan will allow for expansion in products to attract repeat sales, allow for augmented introduction of products and take into consideration the lifespan of products sold and the logical hoped for 'replacement' period by clients.

The Business Plan should outline the way in which the business can handle the logistics of selling online, filling orders, answering client questions, deliveries, stock control and updating the website.

Learn - Plan - Set Up: Before You Start

Learn:-

- the difference between *selling* and *marketing*
- the difference between *profit* and *cash-flow*

***DO NOT QUICKLY LEAVE YOUR REGULAR WORK (if applicable)
UNTIL AN ONLINE BUSINESS IS PROFITABLE!***

An Outline of Online Options

<u>Online Option</u>	<u>Pros</u>	<u>Cons</u>
Primary Website	<ul style="list-style-type: none"> ▪ expandable according to budget and needs ▪ tells a full story of products and services ▪ introduces business personnel 	<ul style="list-style-type: none"> ▪ can cost beyond budget, needs and results if not done correctly ▪ needs business input
Facebook	<ul style="list-style-type: none"> ▪ very public, viral (word can be spread quickly) ▪ updated personally, daily ▪ can be easily used as 'latest news' page etc (see cons) ▪ see peoples (clients) response 	<ul style="list-style-type: none"> ▪ businesses now need unique profile which is a bit harder to set up and operate properly ▪ too many ads and other 'clutter' ▪ 'history' crowds out message ▪ 'latest news' and other 'business posts' crowded out by social 'clutter' ▪ responses clutter message ▪ reality says that clients do not interact as much as may be expected for businesses ▪ no benefit to 'visitors beyond seeing updates ▪ difficult to contact business direct except thru 'links' added which can be difficult to find sometimes ▪ all advertising proceeds go to <i>Facebook</i>
Other Social Networks	<ul style="list-style-type: none"> ▪ public and somewhat viral ▪ most show only 'profiles' - can not be easily used as 'latest news' page etc 	<ul style="list-style-type: none"> ▪ not as easily used for 'business correspondence' ▪ mostly just a 'referrals' option that does not really carry a lot of weight anyway ▪ difficult to contact business direct except thru 'links' added which can be difficult to find sometimes ▪ all advertising proceeds go to <i>the network company</i>

Part Four: Setting Up The Office!

Before, NOT After You Start Making Sales!

An important part of the logistical puzzle in setting up a business is the core of operations: the office. Most overlooked until 'we need a secretary' the office HAS to be addressed BEFORE operations 'in the field' begin.

Even if the office 'hours' and 'personnel' are you after everything else is done for the day, there still has to be a clear *modus operandi* and books kept up to date and figures tracked. Some might argue that is easier today because of computers but in the words of Joe Jackson (1982, *The Real Men*) 'they say it's getting better but nobody's really sure'.

Nevertheless, a computer nowadays is a must as most documents, from quotes to invoices to tax returns, are now expected to be computer generated and the market could be found to 'narrow' if potential clients find they are dealing with a business who is not up to date with simple procedures.

Therefore part of the office set-up would include not only the purchase of a reliable computer but also the gaining of the knowledge as to what programmes are needed and how to use them.

The IT Budget

Setting a budget for your new *IT Department* is a tricky business and will in many cases involve taking into trust someone who can genuinely help set up an office computer system that suits the needs of the business.

However avoid the danger of trying to keep up with the 'Smith-Joneses' and think that you must have the latest in technology. allow adequate funds and avoid second-hand equipment and programmes; avoid FREE copies of programmes you know usually cost a few dollars(usually every two years is average)

- Do not over-spend
- Do not under-spend
- Allow for growth and the need for upgrades

Do not place a large amount of new work in front of your staff just learning what to do and how to do it. Outline clearly before you buy anything what the function and outcomes are expected from the new equipment and be sure your logistics, staff and budget, will all allow for it.

Allow for growth; Use Equipment and Programmes that the staff can easily learn.

The Logistics of the Business

The Importance of Money

Most people think that top entrepreneurs are obsessed by money.

While it's certainly up there on their list of priorities, I don't think it's the lead driver for many of them.

A recent book by British economist John Kay, entitled 'Obliquity. Why Our Goals Are Best Achieved Indirectly' shows that many of the best performing businesses were built by people who didn't pursue wealth as their holy grail.

It was purely a bi-product of their need to achieve, to change the world, to feel better about themselves, or to leave a legacy.

Kay shows that companies like Boeing, Ford and Microsoft were driven by much loftier goals than filthy lucre. And ironically that is precisely why they ended up making so much of it.

That money is somewhat down the priority list for many billionaires may shock a lot of people, but it won't surprise those who have made a heap of dollars.

All the research shows that we quickly become used to living on a larger amount, and it then does virtually nothing to increase our happiness.

For example, in a study done by the king of happiness psychology, Ed Diener, members of the Forbes 400 Rich List reported only 1% greater happiness than the average American wage earner.

And what delights the rich, long term, if it isn't money?

Well, in a piece in Fortune magazine recently, Warren Buffett wrote, "The asset I most value, aside from health, is interesting, diverse, long standing friends."

A good reminder to those of us who may be slowly destroying our friendships as we desperately chase a few more dollars.

Chapter Four

Let's Start Selling!

Be Prepared: SW-SW-SW-N!

There is an old saying in sales: “Some Will, Some Won’t, So What, Next!”

Being prepared, not only in knowing WHAT you are selling but HOW are you going to sell it before you ‘knock on your first door’ is so important! It is imperative to be ready for knock-backs as the above saying goes, but how we go about promoting our product, knowing the possible objections and knowing how to be positive despite all negatives will go a long way in making sure we have enough ‘Some Wills’ to make the business profitable and ‘on it’s feet’ as quickly as possible.

Marketing

Marketing a business is a totally different concept to simply ‘selling’!

- ***Marketing is a reach for that segment of the broader community that may be interested in your product***

It means researching the demographics to see who, and how many, people in the community may be interested in the product or service.

There is the old cliché that says “like trying to sell snow to Eskimos”. Well, if someone *was* attempting to do that they will have drastically failed in their *Market Research* and their *Marketing Campaign* will fail miserably! The market is simply *not there* because Eskimos are surrounded by snow! It highlights the point of marketing though; it is *working out* and then *trying to reach* those to whom you *might be able to sell* something!

A marketing campaign is not selling to *one customer* but is, via an advertising medium, promoting the business in a way to attract *many customers* to buy their products or services. *Mass Media* advertising is more often than not a typical example of *Marketing* more than *Selling*. The company hopes to attract the populace into a store where they then hope a salesman will finish the job of selling the product. You can tell though the advertisements that are trying to sell; they are the ones that directly say “here is our phone number or website, pick up the phone or go to our website and buy it NOW!”

An experienced marketing person will therefore understand the concept of what a certain campaign needs to thus do to attract the message of the business to a large audience. The marketing co-ordinator, usually the boss, has to know whether the campaign is a marketing tool providing information or whether the product has the ability to be sold right from the advertisement itself.

Compare for example sandstone blocks with a music cd. The former needs to market the product with as much information to attract the visitor to contact the business to place an order. The latter though can be sold right there and then. “Go to the Shopping Cart NOW and secure your copy of this spectacular Music CD.”

Part Four: Let's Start Selling - continued ...

Sales

Every business person is in fact a *Sales Person!* You can not be a small business owner and not *sell*. Every business owner creating a product or a service has to have the ability to sell that product and/or service and that also means selling *themselves* as a business identity or individual!

Nevertheless that aspect of selling *marketing!* And each persons ability to how they sell is very dependent personality, you can not follow a strict formula suits everyone, so therefore a little personal what works and what fails may be needed



Marketing and Selling Online

Simply spending a lot of money and a 'great looking site' does not equate to a successful website that is capable of attracting new business website.

aspect of a

A website is not the beginning and the end of a businesses 'new marketing and advertising plan', it is only an extension of its current one and at least should assist them to reduce print (newspaper and magazine) and other media advertising, but not eliminate them. It should though prompt extended use of printed marketing materials such as flyers, business cards if they are not already extensively used and signage; all of which should prominently feature the website address more than a phone number; as a website address is easier to remember than a bunch of numbers.

This all points to the fact that a businesses website is not a piece of graphic art or an entertainment page! It is a group of pages that together should market the business profile and as a marketing tool needs to be built by someone who understands marketing, not just a clever website builder who is more interested in showing *their* clients how clever *they* are!

A businesses website developer needs to understand the requirement to market the products and services of their client and thus needs to have some understanding of what is being marketed. This will mean a lot of communication between business owner and website builder in an ongoing relationship.

Do *NOT* wait till work gets 'slack' to start an IT or Website project

While it is true that during an off-peak sales period work can be achieved while the business continues to function effectively, plan ahead for increased 'off-peak' productivity with a good website marketing strategy.

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Starting a business online, or one that is expected to rely on a heavy online input, is much more logistically difficult and perilous.

An online business therefore has to be even more prepared to survive those first two years both financially, mentally and physically. They need to know that their product or service will continue to be marketable beyond the current online climate, something that is forever changing in today's unstable business internet world.

To do this a business needs to:-

- learn about the internet
- offer variety
- make sure the website is well built; well coded, customer friendly

Business Plan Essential

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Learn - Plan - Set Up: Before You Start

Business Procedure

Improve Your Productivity

High productivity at work doesn't have to be complicated.

You don't need to attend all day courses teaching elaborate systems or spend months reading time management books.

In my many years of experience mentoring executives and entrepreneurs, I've found doing just one simple thing can dramatically improve anyone's output:

Pre- planning.

Most of us arrive at work and immediately dive into emails or tasks. We think we're being efficient by doing this but we're making a serious error. The truth is if we spent the first fifteen minutes carefully planning our day we would get far more done.

Here's a an excellent four step process for planning effectively:

1. First, create a To Do List for the day.
2. Then, pick your top three most valuable tasks (very few people do this).
3. Then, itemize any genuinely urgent tasks (beware of pseudo urgent activities).
4. Then, finally plan out each hour of your day in your diary or on paper, putting the important and urgent tasks at the beginning of the day.

This planning process usually takes between ten and fifteen minutes to do, but in my experience makes a stupendous difference to how much you achieve during the day.

The philosophy or pre-planning should also be applied before walking into meetings, doing important presentations or beginning critical conversations.

The more clearly you plan the better your performance will be.

Time Management

concentrates on the eight people who can create the most change in the company (most leaders have a far wider focus). He prepares for each meeting before the person arrives (most people don't do any preparation before internal meetings). He is clear at all times what they are up to (most CEO's of big companies have only a vague idea). He follows up rigorously (most senior managers have no system for follow up).

The less clutter around you, the clearer you'll think. Environment really does make a difference to effectiveness.

To keep your work space (and head) really clear, try this simple technique. Diarise a time each friday when you throw out any non vital papers on your desk, in your briefcase, in your files and in your In Tray.

Do this once, and you'll feel a lot better. Do it weekly, and it will significantly improve the quality of your life at work.

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Part Six: Holding The Fort

The Logistics of Running the Business

The Importance of Money

Most people may think that the top businessmen are successful because they are simply obsessed by money and feel that they too need to be the same.

However although it is important to understand the power of money and how it needs to be made, it is more important to understanding how it should be used. Knowing what is 'profit' and what is needed for 'cash flow' will help keep a business in operation through difficult times through preparation.

- ***A Dollar Saved is a Dollar Made***

It is a twist on the old saying but nevertheless if the 'cash in the bank' is spent wisely then there will be more of it when it is needed for priorities.

While it's certainly up there on their list of priorities, I don't think it's the lead driver for many of them.

A recent book by British economist John Kay, entitled 'Obliquity. Why Our Goals Are Best Achieved Indirectly' shows that many of the best performing businesses were built by people who didn't pursue wealth as their holy grail.

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A good reminder to those of us who may be slowly destroying our friendships as we desperately chase a few more dollars.

Part Seven: Keeping The Wheels Turning

Business Procedure to Stay in Business

Improving the Productivity

Constantly being busy does not guarantee productivity and success. There is often a large difference between being 'busy' and being 'productive'.

High productivity at work doesn't have to be complicated.

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Chapter Five

Business Promotion

Marketing and Sales Are Two Different Things

Sales

Every business person is in fact a *Sales Person!* You can not be a small business owner and not sell. Every business owner creating a product or a service has to have the ability to sell that product and/or service and that also means selling *themselves!* Nevertheless that aspect of selling is not *marketing!*

Marketing

Marketing a business is a totally different concept! It is a reach for that segment of the broader community that may be interested in your product. It means researching the demographics to see who, and how many, people in the community may be interested in the product or service.

There is the old cliché of “like trying to sell snow to Eskimos”. Well, if someone *was* attempting to do that they have drastically failed in their *Market Research* and their *Marketing Campaign* will fail miserably! The market is simply *not there* because Eskimos are surrounded by snow! It highlights the point of marketing though; it is *working out* and then *trying to reach* those to whom you *might be able to sell* something!

A marketer is not selling to *one customer* but is via an advertising medium promoting a business to attract *many customers* to buy their products or services. *Mass Media* advertising is more often than not a typical example of *Marketing* more than *Selling*. The company hopes to attract the populace into a store where they then hope a salesman will finish the job of selling the product. You can tell though the advertisements that are trying to sell; they are the ones that directly say “here is our phone number or website, pick up the phone or go to our website and buy it NOW!”

An experienced marketing person will therefore understand the concept of what a certain website needs to thus do to attract the message of the business to a large audience. Some products though may also need more of a sell aspect to entice them to *buy now!* The web designer has to know the difference and whether the site is just a marketing tool providing valuable information or whether the product has the ability to be sold right from the website itself.

Compare sandstone blocks with a music cd. The former needs to market the product with as much information to attract the visitor to contact the business to place an order. The latter though can be sold right there and then. “Go to the Shopping Cart NOW and secure your copy of this spectacular Music CD.”

About the Author

Lyle A Stacpoole (BA; Music and Communication Studies)

Lyle Stacpoole (owner manager of *Stacpoole Music and Internet* and currently project development manager/secretary of *Australia My Land Pty Ltd*) has been associated with sales and marketing for over forty years. He has a *Bachelor of Arts* degree in *Music and Communication Studies* and has been working with building websites now for eighteen years and with *Australia My Land* part-time for seven while also running his own business.

His sales and marketing expertise ranges from his own renovations business, his own painting business, working for *Taubmans Paints* and *Bristol Paints* as a representative, a sales manager in the mortgage industry and sales with network marketing companies. His experience includes many years with companies such as *Amway* and *Genesis Health Products*. Lyle started the former in 1972 soon after the company opened its Australian 'doors' and the latter where he was involved in the production of marketing and training presentations including the organising of meeting forums, management, training and marketing slideshow presentations and printed sales and training literature.

Lyle was also a successful representative for the company's 7 TV appearance in 1997 sparked a wholesale mortgage lending in Australia and preceded many new mortgage str



ose Channel
lending in
and business
borrowers.

He has completed *Small Business Management* and *Training* courses among many other business and internet modules.

Lyle designed the original marketing concept of *AML-AM*, helping Robert Wilson (CEO) design and build the many *AML* partner websites and is the logistics manager and a website designer and programmer for the *AML-AM* [Australia My Land Associate Marketplace] project.

Lyle is now undertaking the study of *ASP.NET* and other dynamic website development languages and designed the *AML-AM Associate Profile Websites* and associated project initiatives.