The 9 Stage Business Development Program.

1: The Planning Process

Reference	Project	Objective	Required Y or N	Priority A, B, C	Status
1.1	Use one of three tools listed below to help you identify the strengths and weaknesses of your business and to plan for its future direction. • Describe Your Business 5 years from now • Business Health Checklist • Business Development Questionnaire	To prompt you to look at your business from a different perspective, and to identify core strengths and weaknesses.			
1.2	Appoint a "Sustainer" (Professional advisor, trusted employee, family member, or friend).	To keep you focused when confronted by distractions.			
1.3	Complete the eLearning course Profit Improvement – First Steps	To understand the drivers of profit in your business and to obtain an insight into how a Management Control Plan will provide the framework and discipline required for your business to achieve its full potential.			
1.4	Complete your 1 Page Business Plan. (Refer to the course in 1.3 above)	To set an agenda for action.			
1.5	Learn about Pricing Models	To demonstrate how profit is entirely sensitive to price and why most business owners do not charge enough for goods and services they sell.			

2: Identify Customer Needs & Customer Frustrations

Reference	Project	Objective	Required Y or N	Priority A, B, C	Status
2.1	Communicate and obtain buy in from the owners of the business and all team members.	To ensure the leaders of the business commit to the business development project and to get the team to buy into the process.			
2.2	Use the business Development Questionnaire Extract to assess the present standard service levels within the business.	To have a starting point from which to work, and a reference point to benchmark progress.			
2.3	Determine customers' needs through a Customer Focus Session, or Customer Survey.	Gather firsthand feedback from customers of as to their likes, dislikes and needs.			
2.4	Complete the course *Your Customer Service Strategy.* (This course is part of the Building Better Regional; Businesses program and will be available in July 2020).				

3: Develop Your Business Model – Using the *Without a Vision There is No Place to Go* template

Reference	Project	Objective	Required Y or N	Priority A, B, C	Status
3.1	Use the template *Without a Vision There is No Place to Go* to focus your attention on the purpose of the business, i.e., why it exists.	To focus attention on a longer-term vision for the business.			
3.2	Revisit the notes from your planning session (stage 1). Hold a planning meeting with the team to brainstorm a competitive strategy for the business.	To ensure the existing business operation will allow the owners to achieve their goals. If it will not, this meeting will be the first step in more substantial change project.			
3.3	Apply the Adaptive Capacity Model theory to generate additional profits without the commitment of additional resources. *(Measure What Matters Course – available July 2020)*	To understand the difference between full capacity and optimum capacity because it is likely profits will be stronger when the business is operating at optimum capacity.			
3.4	Identify those things the business absolutely must get right (critical success factors).	To focus on those things which are critically important for the business and to encourage you to stop doing those things which are not important.			
3.5	Hold a full team meeting to communicate the work done in this stage of the project.	For all team members to fully understand the mission and vision, and the critical success factors for the business.			

4: Identify System Failure Points

Reference	Project	Objective	Required Y or N	Priority A, B, C	Status
4.1	Arrange for an independent advisor or associate to tour your workplace to observe and report back on processes in action and meet team members.	To gain a perspective for how well the business operates and identify any apparent bottlenecks.			
4.2	Facilitate a Team Advisory Board.	To explore the interactions among team members and to provide them with a formal process to have a say in how business is conducted.			
4.3	Identify critical processes in the business from the feedback received from the team and get their opinion on how they would improve those processes.	To identify potential areas of early yardage through business process re-engineering			
4.4	Establish an implementation program with management.	To ensure the feedback received from team members is acted upon.			

5: Develop Performance Standards

Reference	Project	Objective	Required Y or N	Priority A, B, C	Status
5.1	Complete the course Performance Standards & Systems Development.	To establish performance standards for the business.			
5.2	Identify the moments of truth in doing business.	To draw up policies, procedures, and practices to ensure the critical processes within the business are fully systematised and focused on ensuring customers are delighted with each moment of truth.			
5.3	Manage the business through the eyes of the customer.	Devise processes to ensure that management decisions are taken with the customer in mind.			
5.4	Focus attention on the team members of the business.	To systematise a process for fully involving team members in the Customer Service Strategy; to ensure team members are treated with dignity and respect at all times.			
5.5	Train, then empower team members.	Run Your Role in The Business Development process for team members and put in place training systems to enable team member empowerment.			
5.6	Implement a feedback system.	To ensure all team members have the information they need to allow them to understand how they are performing; to provide a forum for team member feedback to management.			

6: Systematise Key Processes & Develop an Operating Plan

Reference	Project	Objective	Required Y or N	Priority A, B, C	Status
6.1	Determine the functions, activities and operating departments required to run the business efficiently in line with the vision and business model.	To establish an organisational structure which will facilitate an efficient and effective operation capable of delivering the profit and cash plan.			
6.2	List every process you can think of that relates to the business.	To understand the whole spectrum of processes involved in running the business.			
6.3	Sort processes according to pre-determined classification of worth.	Identify which on processes you need to focus on and which can be scrapped.			
6.4	Document and flow chart each critical business process to identify bottlenecks or process constraints.	To understand each business process and get a handle on those areas where there are constraints or bottlenecks; to understand costs associated with each process and how processes are interrelated; and to discover how processes can be refined to create competitive advantage.			
6.5	Implement protocols to provide more capacity to bottleneck processes to improve workflows.	To increase productivity or efficiency throughout the organisation.			
6.6	Determine tasks currently carried out by the business owners which could and should be carried out by team members; design a process to delegate those tasks and establish the accountability necessary.	To provide a means to properly identify and follow up on tasks which should be delegated.			
6.7	Develop a team member manual for all policies and procedures.	To serve as a reference for all systems developed.			

7: Develop a Financial Plan.

			Required	Priority	
Reference	Project	Objective	Y or N	A, B, C	Status
	References in this section are to the upcoming course – Measure What Matters				
7.1	Learn the basics of Financial Management.	So that you can create the reports in the Measure What Matters module and have a greater understanding of the reports prepared by your accountant.			
7.2	Learn about the drivers of profit in your business.	To measure the right things.			
7.3	Set weekly targets and monitor performance relative to those targets.	To maintain tight control over the financial performance of the business.			
7.4	Prepare an annual budget and cash flow forecast.	To establish basic levels of accountability, to guide the development of the business, to make sure you have the cash available to achieve the goals you have set. (You will learn that even though your profit is on the rise, you can still run out of cash. You will also learn how to prevent that from happening).			
7.5	Arrange for the preparation of formal quarterly financial statements by external accountants.	Your accountant is a trained professional and will see trends that you miss. The quarterly financial statements are more for your accountant than you. You benefit because the more your accountant knows about the performance of your business the more useful they will be.			
7.6	Hold monthly board meeting where the financials will be reviewed.	To ensure management is in a position to be able to act when Key Performance Indicators fall outside pre-set parameters.			

8. Develop a Marketing Strategy & Write a Marketing Plan

Reference	Project	Objective	Required Y or N	Priority A, B, C	Status
8.1	Write a profile of your ideal customer for each product or service line.	To get a clear picture of the type of customer your business should be trying to attract.			
8.2	Identify how those customers (the ideal customer) make their purchasing decisions.	To get a clear picture of the market image the company must portray to attract the right customers.			
8.3	Document your business value proposition.	To give customers a reason to choose your business.			
8.4	Brainstorm the company's Unique Core Differentiator.	To establish the point of differentiation to base the marketing plan on.			
8.5	Draft a marketing plan	To clearly define the marketing strategy for the business and to align it with the business model identified in stage 2.			
8.6	Consider the use of guarantees	To reduce the risk for customers to do business with you.			
8.7	Implement your marketing plan and use a 12-month rolling plan and calendar.	To meet the needs of your customers and to keep a steady stream of new "A Class" customers engaging with the business.			

9: Develop a People System That Includes Securing Talent, Induction, Developing, & Compensating.

Reference	Project	Objective	Required Y or N	Priority A, B, C	Status
9.1	Write a Succession Plan.	To ensure that there are suitable candidates to take over critical positions in your business when the times comes.			
9.2	Create a Recruiting strategy.	To turn recruiting into an ongoing rather than an event-based process and to help you attract and evaluate the best candidates.			
9.3	Understand the critical importance of a proper Induction process.	To add value to your business by ensuring new employees become productive quickly; to reinforce the positive feelings your new staff members have towards your business; and to clearly communicate to your new employee their importance to your business.			
9.4	Put in place a Performance Management Process.	To ensure employees are focused on and are achieving the right goals.			
9.5	Establish a Learning and Development System	To motivate employees, provide personal development opportunities, autonomy, and creativity and thereby allow them to make a meaningful contribution to the development of your business.			
9.6	Provide the right Financial Incentive.	Reward employees for achievement of goals and targets that are set to *challenge* and focus them and in doing so improve overall business performance.			
9.7	Establish non-financial forms of recognition.	To create a sense of being valued that will lead to retention and motivation of employees.			