

The IBGR Network

Great Choice - You're Here, It's FREE, Let's Get Started

We are the number 1 International Business Radio Station for fast growth owners. IBGR uses the internet as its broadcast tower. Our FREE business radio broadcasts cover startups, growth, and exit solutions 24 X 7 and are heard in 135 countries and growing.

All the shows are based on a library of best practices for starting, growing, and exiting a business. Our hosts are subject matter experts and business owners. They focus on practical and proven tools. This is not a MBA program.

The current show is listed in [OnAir Today](#). Just click and let us support your efforts to take your business to the next level.

Don't miss our new mobile apps for [Android and iOS](#) - the real power of radio is listening to what you need to do while doing it!

The Exec Team

Volume ONE represents Season 2, Growth Stage I Shows. Stage I is when the owner has created a business and conducts due diligence prior to selling. The focus is to create clarity of what they are selling to whom and what is the best approach from a balanced scorecard perspective.

Volume TWO represents Season 2, Growth Stage II Shows. Stage II companies have opened their doors and are aggressively selling to prove the business idea. The focus is to achieve sufficient and predictable cash flow from a balanced scorecard perspective.

Volume THREE represents Season 2, Growth Stage III Shows. Stage III is when the company becomes financially viable and the owner understands its real market opportunities. The focus is on building the capacity to grow from a balanced scorecard perspective.

Volume FOUR represents Season 2, Growth Stage IV Shows. Stage IV is a period of rapid growth to achieve its full potential. The focus is on accelerated growth without destruction of working capital from a balanced scorecard perspective.

Volume FIVE represents Season 2, Growth Stage V Shows. Stage V is when the owner sells the company because it has achieved maximum value or reinvents it. The focus is on maximizing profitability for sale or funding future growth from a balanced scorecard perspective.

Volume SIX represents Season 2, Growth Stage V Shows. Stage VI is the reinvention of the business. The owner reviews the core elements of competitive advantage - the offer and how the business operates to build the foundation for exponential growth when looping back to Stage IV; the cycle repeats. The focus is on rethinking everything while maintaining brand from a balanced scorecard perspective.

VOLUME FOUR - GROWTH STAGE IV

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INTRODUCTION

Welcome to our 6 Volume Series on business growth. Each Show Note is from the Season 2 Broadcast Schedule (July - September 2020) and is available on our website www.IBGR.Network; use the **NEW CHOICE FOR BUSINESS SEARCH** to access our Library of Best Practices. Additionally, you can gain access to the podcasts by [JOINING our Community of Commerce](#).

A brief primer on how the information is organized to make your search easier. Starting with the Balanced Score, it makes the business case that profit is a result from how well the owner builds and runs operations, customers, and people. Expressed as a math formula:

$$F = (O + C + P)E$$

This is how we organized our broadcast schedule during the work week:

- Monday is **F**inance day,
- Tuesday is **O**perations day,
- Wednesday is **C**ustomers day,
- Thursday is **P**eople day, and
- Friday is for **E**xecutive.

Our second method for organizing each day is by Stage of Growth - the same approach we used to build each of these volumes. We broadcast Globally in 4 Markets with 6 programming hours in each. The first block represents Growth Stage I, 2nd block is Growth Stage II, etc. For more information on your growth stage, go to [Grow With Us](#). This will help you decide which shows and podcasts are the most critical for you.

One last note. All the information in this User Guide and broadcasted over the IBGR Network is the property of GrowthWorx or the independent show host. Since we produced the information for your use, make it happen inside your company. However, none of this information is authorized for resale or commercial use (you selling our stuff) unless you receive written prior permission from the IP (Intellectual Property) Owner. Let's play nice and grow together.

On Air Hosts & Authors

North America

- William Eastman
- Donna Kunde
- Kasfia Rashid
- Raj Kapur
- Celia Powell
- Scott Geller
- Ellen McIlhenny
- RJ Lewis
- Ralph Peterson
- Angela Chaney
- Charles George
- David Wilson
- Brandon Souba
- Aaron Lee
- Tracie Hines-Lashley
- Angela Hooper-Menifield
- James Bryant
- Cedrick LaFleur
- Wendy Dickinson
- Jonathan Kennedy

Australasia

- Vicki Abraham
- Laura Bell
- Simone Douglas
- Richard Miller
- Ally Nitschke
- Sarita Johan
- Lisa Askwith
- Rick Carter
- David Floyd
- Russell Colbourne

South Asia

- Rashmeet Kaur
- Meena Mac
- Kamrul Hasan
- Prerona Roy
- Ajai Lal

Prime Meridian

- Teena Ogbugoh
- Jan Robberts
- Arthie Moore
- Sadika Kebbi

Chapter 1 FINANCIAL PERFORMANCE

Show A4.002 Dashboards for Employees, Scorecards for Managers

Introduction

New week, same perspective with greater conviction.

After being attentive to the weekend news about the continued arbitrary government response to COVID19, there is only one course for the business owner - ignore their word salad of concern and work around it.

Being passive and waiting for the right decision will put you out of business. There are only two 'people' who have that right - you and the customer.

IBGR is committed to your success and our programming is for legal aggression (OK, I'll make it nicer - assertiveness) to open, stay open, and be profitable.

Unlike the rest of society - we have your back.

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Objectives - The WHY

As a Business Owner I need to buy into the concept of a self-managing organization. This doesn't mean I surrender control or 'let the inmates run the asylum'. Instead is an expectation that the people I hire will do their jobs and be responsible for the results. In order to make that a reality I have to provide sufficient information on performance to take action.

More on the concept of a [self managing organization](#), it is a topic we will come back to many times over the year.

The concept is simple: put a dashboard in front of the people doing the work so they can act without being told, and combining dashboards into scorecards at the management level.

Here are the opening questions"

1. What information should the employee have;
2. What should they do with the information;
3. How to build it; and
4. How to roll it up into management scorecards.

What You Need to Know - The WHAT

1. Setting Targets: for each element of your Balanced Scorecard, what is the Intention and the Results Measures for Goals,, the Intention and Process Measures for Objectives?
2. Setting Target Values: for each Goal what does the final result look like and how will be measured?
3. Setting Intermediate Targets for each Objective - what is the acceptable success level for this period and how will it be measured?

Additional Resources

- [EPISODE A.013 CONVERTING INITIATIVES INTO GOALS](#)
- [EPISODE E.020 DETERMINING STRATEGIC MEASURES](#)

What You Need to Do - The HOW

This is not an exhaustive list or the last word on building Dashboards and Scorecards, but it is enough to get started. Your first success will generate other success until everything that should be measured and managed will.

1. Start small where a win is probable and the impact significant. Since you just finished a hard sales run to prove the business idea, the sales process is an excellent candidate. The choice is production or how you make//deliver what is sold to the customer.
2. If you have any supervisors or managers, delegate this to them. First they are closer to the situation and second they will have a vested interest in success. Your intention is to hold them accountable for their scorecard with the same dynamic for their direct reports managing themselves from dashboards.
3. Select your metrics based on the standard quality measures. If speed is your competitive advantage - look to the measures deployed with an Agile approach. If cost/margin is your current competitive advantage then select from the Lean toolbox.
4. Keep the dashboards confined to the objectives from your business or strategic plan. You can expand later, get the core metrics right first.

Show A4.003 Creating Visual Metric Displays

Introduction

If you have been with us all month, you know we have been railing against the politicians and bureaucrats for acting arbitrarily in response to the pandemic; and any illusion they are making data-based decisions should have been dispelled by now. This is not about a specific political party or group, it is about the arbitrary use of power at the expense of the most important global community - you.

People like us, *Living the Life*, employ 57% of the planet's population and yet are treated as the source of its problems. Not here, we celebrate the contribution you make to a better society and our focus is to improve your chances of success.

This week we continue the new programming structure. We use a Balanced Scorecard to format our weekday shows: Finance (Monday) = Operations (Tuesday) + Sales (Customers) + People (Employees) with Fridays dedicated to Owners. Look at the week this way - Monday through Thursday is working IN the Present, Friday is working ON the Future.

Also, we just built a new community, our version of a Chamber of Commerce. [Join Up](#) and gain access to our Hosts and access our library of best practices.

Have a great business week.

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Objectives - The WHY

If you had the opportunity to read our 4 Pillars of Fast and Sustainable Growth ([EPISODE SPECIAL - THE 4 PILLARS OF FAST AND SUSTAINABLE GROWTH](#)), you know we believe that one secret of success is having employees that self-manage. Certainly you need to hire people where that is possible, our focus here is on the work environment their performance takes place.

Key Issues - Owner Perspective:

1. Create an atmosphere of informed performance and results - self management.
2. Focus on compliance to plan and variation.
3. Determine what to measure.
4. All visuals are employee scored and maintained.

What You Need to Know - The WHAT

- Your business objectives for the year, quarter, month, growth phase - etc;

- Creation of a Measurement Skeleton (see [EPISODE E.009 MEASUREMENT SKELETON](#));
- Selection of the Right Charts based on what is being measured.

What You Need to Do - The HOW

1. Schedule Board - work scheduled over a specified period of time.
2. DTD (end to end) - based what is on the Schedule Board, total time from beginning to end
3. TaKT (performance in individual unit),
4. WIPI (what is tied up between individual units,
5. OEE (up-time or availability).

Show A4.004 Create Tracking Report on Cash Flow Management

Introduction

Good day and hope you are booking forward to a productive week. This week we are announcing our new community - The Community of Commerce for all insiders. Everyone who has [JOINED US](#) and become an inside we are moving off of the weebly web platform to a community site on Tribe.

This will provide an opportunity to share information, ask questions, and gain support for starting, growing, or exiting your business.

It is our version of the Chamber of Commerce - what it could have been instead of what it has become. This community has one goal - your success as a business owner to build generational wealth for your family. That growth will create more and better jobs in your local community.

It is a stand alone (outside the control of the arbitrary large providers) platform that provides entrepreneurs and business owners a space for the free and open exchange of ideas.

As a member of IBGR's Community of Commerce you can:

1. Follow other users including the OnAir Talent and Executive Team at the station.
2. Ask and answer questions about starting, growing, and exiting the business from our OnAir team and each other.
3. Follow any member of the Community to stay abreast of their latest business insights as well as building your own following.
4. Start discussions to stimulate input from other members of the Community.
5. Create and vote in Community polls.
6. Post and comment of posts and blogs.
7. Access and share content entrepreneurs and business owners can use.

We built this beyond the reach of the 'masters of the universe' so you can speak your mind.

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Objectives - The WHY

Got your big girl or big boy pants on? Today's show will determine whether the business survives the rapid growth of Stage IV. This is a real skill set to be mastered and the following is what we have done and consulted others to do.

Key Issues - Owner/Manager Perspective:

1. Identify all the sources of cash (what is coming in),
2. Identify all of the demands on cash (what is going out),
3. Build a spreadsheet that indicates periods of negative velocity.

What You Need to Know - The WHAT

Money In

Cash Received

- Paid Cash Sales
- Paid Accounts Receivable
- Bank Interest
- Refunds & Rebates
- Dividends
- Loans
- Inventory Sales
- Other Income

Money Out

Cash Paid Out

- Materials
- Labor
- Servicing Debt
- New Financing
- Leases
- Mortgages
- Travel & Per Diem
- Other Expenses

Cash and Credit Available

- Cash on Hand
- Available Credit

What You Need to Do - The HOW

Even though your accounting software can provide this information, I recommend you build your own spreadsheet at first. Create your own formulas and relationships, play your own version of "what if". The reason? You will understand the concept of Velocity of Cash IN and OUT at a level not possible from reading a report. Once you

understand it at this level getting the software to give you a report is fine.

1. Create a spreadsheet that covers all of the elements of cash in and cash out.
2. Using historical data for variable and constant (fixed) items, project the numbers over the next 3 months or longer - we match the sales cycle at a minimum.
3. Place close attention to those months when cash out exceeds cash in and especially when it cleans out all of your cash used for operations (Cash on Hand or COH).
4. If you didn't understand why a Line of Credit was essential - now you will.
5. Shift your Executive behavior at either delaying cash out to a better period or increasing the cash in to balance the equation.

Since we are at Stage IV there is a good chance you have a CFO working with you and use their counsel on how to make this work.

Show A4.005 Create Tracking Reports on Quality & Preventive Maintenance

Introduction

Good day and hope you are looking forward to a productive week. This week we are announcing our new community - The Community of Commerce for all insiders. Everyone who has [JOINED US](#) and become an inside we are moving off of the weebly web platform to a community site on Tribe.

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5. Create and vote in Community polls.
6. Post and comment on posts and blogs.
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Have a great business week.

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Objectives - The WHY

The essence of this issue and show - easy visual measure maintained by the responsible people. You can realize several benefits regardless of what is measured - a real-time reminder on critical measures and people responsible for their numbers.

In this case it is quality and preventive maintenance, but it could be anything.

Key Issues - Owner/Manager Perspective:

1. How to measure and display Quality data.
2. How to measure and display Preventive Maintenance data.
3. How to assign posting responsibilities and monitoring the data.

What You Need to Know - The WHAT

Major Types of Charts:

- Comparison - a chart that draws a comparison between two or more items on different parameters;
- Relationship - a means of depicting the pattern and extent of independent or interdependent variables;
- Composition - graphs and with disjoint point sets and and edge sets and is the graph with point vertex and adjacent issues;
- Distribution - a representation, either in a graphical or tabular format, that displays the number of observations within a given interval.

What You Need to Do - The HOW

Quality

1. Data Table
2. Control Chart
3. Burn Down Chart

Preventive Maintenance

1. Data Table
2. Line Chart

Show A4.006 Tracking Reports for Customers, Accounts, and Compensation

Introduction

Hope everyone is looking forward to a great week. We have a few announcements to make about growth of the IBGR Network.

We are your advocates against the forces of statism and command economies. We understand entrepreneurs are a different breed that don't live by the leave of others - why? Because everyone at and associated with the station are entrepreneurs. We are building a network of ideas, insights, and tools that will help you navigate the pandemic and beyond.

JOIN our community and Let's Grow Together!

Objectives - The WHY

This show will focus on what you need to measure, and my list is short, and not how to build a report. We discussed on previous shows [charts and visual displays](#).

I select these 10 measures as the solid basis of any measurement of the marketing>sales>service processes.

Key Issues - Owner/Manager Perspective:

1. Marketing Metrics
2. Sales Metrics
3. Service Metrics

What You Need to Know - The WHAT

- [EPISODE E.009 MEASUREMENT SKELETON](#)
- [EPISODE E.010 MEASUREMENT DRILL DOWN](#)

- [EPISODE C1.005 ABILITY TO MICRO-SEGMENT POTENTIAL MARKETS INTO NICHES](#)

What You Need to Do - The HOW Reports - Marketing

1. Acquisition cost for qualified leads per campaign.
2. Changes in qualified leads per campaign.

Reports - Sales

1. Close rate of qualified leads - qualified leads that convert into sales.
2. Average time in sales funnel - by stage.
3. Average sale price per item - comparing book price with sell price.
4. Total cost of sales - acquisition costs of qualified leads + acquisition cost of closing sales.

Reports - Service

1. Percentage of existing customers upsold - how many customers are repurchasing our offer.
2. Increase in the percentage of wallet of existing customers - how successful are we pushing out competitors.
3. Cost of recovery per account - to protect our financial health and track the cost of repeat sales.

Show A4.007 Tracking Reports for Morale, Readiness, and Turnover

Introduction

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Show Objectives - The WHY

This is a continuation of last week's show on building tracking reports for customers. The idea is simple, what should I track that will allow the owner/manager to act in real-time to solve problems immediately.

Key Issues - Owner/Manager Perspective

1. Able to sort productivity (equipment, tool, etc) from performance (people) issues.
2. Able to forecast human resource availability for production demands
3. Remove performance (people) obstacles to meet production demands.
4. Make company personnel a competitive advantage.

What You Need to Know - The WHAT

- [EPISODE E.009 MEASUREMENT SKELETON](#)
- [EPISODE E.010 MEASUREMENT DRILL DOWN](#)
- [EPISODE C1.005 ABILITY TO MICRO-SEGMENT POTENTIAL MARKETS INTO NICHES](#)

What You Need to Do - The HOW

1. Review and look for trends in employee turnover.

2. Review and look for trends in employee sick days.
3. Review and look for trends in employee accidents.
4. Review and look for trends in employee complaints.
5. Review and look for trends in employee based defects.
6. Create a report that contains a data table and charts trends in areas 1-5.

Show A4.008 Monitoring Capacity vs Sales vs Working Capital

Introduction

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JOIN our Community and Let's Grow Together!

Show Objectives - The WHY

Every once in a while the answer is simple and obvious. When your company reaches Stage IV is one of those times. This growth stage is exciting and dangerous - you are finally achieving the company's potential but at the potential of out stripping it's ability to afford it.

Your #1 fear is "destruction of working capital".

Key Issues - Owner/Manager Perspective:

1. Building the forecasting muscle - a core competence
2. Focusing on performance to plan - a core competence

3. Living in the real-time

What You Need to Know - The WHAT

- [EPISODE B.018 YOUR FIRST REAL BUDGET](#)
- [EPISODE E.002 CORE PROCESSES - STRATEGY & FINANCE](#)

What You Need to Do - The HOW

Sales Forecast

1. Forecast (Planned)
 1. Estimated individual units sold over the period
 2. Average price per individual unit over the period
2. Performance to Plan (Actual)
 1. Closed sales to date
 2. Actual vs Forecast

Production Forecast

1. Forecast (Planned)
 1. Total Schedule
 2. Schedule Sequence
 3. Average labor hours per day
2. Performance to Plan (Actual)
 1. Actual vs Planned Total
 2. Actual vs Planned Sequence
 3. Actual vs Planned labor hours per day

Cash Flow Forecast

1. Revenue Recognition (Inflow)
 1. AR by month
 2. AR average recognition time (AR Aging Report)
2. Cost of Goods Sold (Outflow)
 1. AP by month
 2. AP average payment time (AP Aging Report)
3. Velocity (Inflow/Outflow)

4. Monthly Cash/Credit Demands
 1. Forecast period = 2x Aging Report
 2. Isolate periods of negative COH (Cash On Hand)
 3. Credit - can you cover or be forced to reduce marketing/sales?

Show A4.009 Monitoring Progress on MBO

Introduction

There are several ways you can interact with the station and our OnAir Hosts:

- **Pulsating ?** on every page. It is a direct link to the Host and they will respond to your question during the show;
- Hit us up on **social media** - Facebook, Instagram, LinkedIn, and Twitter. Our handle is **ibgrnetwork**;
- JOIN our Community of Commerce and become an insider with direct access to our Hosts and support materials discussed on the show.

JOIN our Community and Let's Grow Together!

Show Objectives - The WHY

This is one of our 4 Pillars for Self-Managing Organizations. It is the mechanics of moving from aspirations to results - how do I take what we want or need and achieve those results over a period of time.

Key Issues - Owner/Manager Perspective:

1. How does the MBO process work?
2. How do I control the process?
3. How much participation should I allow?

4. How do I measure it without being consumed by it?

What You Need to Know - The WHAT

- [EPISODE A.013 CONVERTING INITIATIVES INTO GOALS](#)
- [EPISODE A.014 CONVERTING GOALS INTO BUSINESS OBJECTIVES](#)

What You Need to Do - The HOW

1. MBO Process
 1. Create Strategic Initiatives (aspirations) for the period, convert SI into Goals (results) to achieve.
 2. Cascade Goals through the organization, convert into Objectives (activities) to perform.
 3. Rollup Objectives and Goals for final approval and alignment of resources.
 4. **Monitor progress (activities) and results (goals) over the period.**
 5. Hold periodic meetings to align, calibrate, and improve performance.
 6. Informally recognize performance, formally reward results.
2. Monitor progress (activities) and results (goals) over the period.
 1. Scheduling Metrics - amount of work completed vs scheduled.
 2. Efficiency Metrics - performance of activities against budget.
 3. Waste Metrics - elimination of nonvalue added activities
3. Visual and Electronic Dashboards.

Show A4.010 Identifying Performance Gaps Requiring New Investment

Introduction

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- Hit us up on **social media** - Facebook, Instagram, LinkedIn, and Twitter. Our handle is ibgrnetwork;
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Show Objectives - The WHY

We are now in the beginning stages of 'hockey stick' growth. You have built a cause and effect model (spreadsheet) showing the relationship between marketing & sales, sales & production/delivery, production/delivery & cash flow. You then created several different scenarios to indicate how much was possible as is, what constraints existed to keep you maximizing the businesses potential over a desired time frame.

Next and the focus of this show is to identify how many of those constraints can be fixed without investment, which will require investment, and the impact of the available budget for investment.

Key Issues - Owner/Manager Perspective:

1. Identification of Constraints to Growth
2. Activities required to eliminate/mitigate constraints
3. Amount of time required to eliminate/mitigate
4. Total investment required to eliminate/mitigate

What You Need to Know - The WHAT

- [EPISODE A3.010 SCENARIO PLANNING FOR STAGE IV GROWTH PLAN](#)
- [EPISODE E3.003 CREATING A COMMON PROBLEM SOLVING - DECISION MAKING MODEL](#)

What You Need to Do - The HOW

1. Identify the root cause of the #1 Constraint
 1. 5 M's: methods, machine, material, management, manpower
2. Make the improvements to eliminate/mitigate the constraint.
3. What is the impact on other elements in the process?
4. If still an issue, what investments are required?
5. Finalize by updating the Value/Process map, SOP, and Position Description.
6. Tackle the #2 Constraint.

Show A4.011 Monitoring and Expanding Credit Availability

Introduction

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Have a great business week.

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Key Issues - Owner/Manager Perspective:

1. prior to Stage IV starting - what is your current situation?
2. pay down your line of credit or get one - it is your reserve fund in case of running out of money,
3. are consolidation loans an option and appropriate,
4. are consolidation of leases an option and appropriate

What You Need to Know - The WHAT

1. Existing credit within your business
2. Entire credit picture and what that includes
3. Organization
4. You have credit today, but what does that mean tomorrow?
5. Worst time to look for credit is when you NEED credit
6. Where do you shop for credit?
7. Compare alternatives

What You Need to Do - The HOW

1. Leverage cash flow tools
2. Scenario planning
3. Meet with resources
4. Decide on YOUR best course of action
5. Take action and monitor

Chapter 2 OPERATIONS

Show B4.002: AGILEAN Techniques for Growth

Introduction

New week, same perspective with greater conviction.

IBGR is committed to your success and our programming is for legal aggression (OK, I'll make it nicer - assertiveness) to open, stay open, and be profitable.

Unlike the rest of society - we have your back.

Listen>Apply>Engage

Objectives - The WHY

This is an original concept - integrating the 2. Both camps claim it does both - agile claims it is lean and lean (first on the scene) claims it covers speed. Both are half right.

Our approach is different by blending the focus on speed and margins into one approach. So instead of trying to select, the following is the best of both worlds.

Key Issue - Owner Perspective

- One approach to speed and margins

What You Need to Know - The WHAT

Review from [EPISODE B2.002: THE AGILE STARTUP - OPERATIONS](#)

- Required Processes - (1) Problem Solving & Decision Making, (2) Teamwork

- Specifications for Minimal Product (Service) - keep the output tight but allow for scope creep in the individual sprints.
- Go Small Over Short Periods - accept the concept you don't know what you don't know at the start and will learn it by the conclusion of this step.
- Manage the Process by Facilitating the Teams - control comes from the group using the same problem solving and decision making tools.

What You Need to Do - The HOW

Required Processes

1. Problem Solving & Decision Making - you need to develop and deploy a common model for analyzing problems. The same is true for decision making, if you can be certain of the thought process being used, you can be comfortable with the outcome. Some ideas: (1) Fishbone Diagram>(2) Brainstorming Causes>(3) Nominal Group Probabilities>(4) Solution Criteria Ranking> (5) Best Choice>(6) Recommendation & Plan;
2. Teamwork - you need a common model for determining participants, how to charter to the job and establish operating principles.

Specifications for Minimal Product (Service)

1. Performance Characteristics of Product/Service
2. Usage Conditions
3. Target Customer

Go Small Over Short Periods

1. Break large projects into small, shorter duration projects
2. Break small projects into smaller steps - days if possible
3. Clarity on the Solution Criteria
4. Allow for scope creep without sacrificing time or end result

5. Facilitator (SCRUM Master) is the critical role

Manage the Process by Facilitating the Teams

1. Control is maintained by how the group functions
2. End Result is the output of teamwork (synergy)

Show B4.003 Operations Stage IV Capacity Plan

Introduction

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Have a great business week.

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Objectives - The WHY

The big moment is here. You dreamed about it and fought your way through all of the challenges of an early startup, now it is time to reap the rewards.

You should have a stable foundation and platform to build upon. The critical question "how much can we do?" and "how do we do it?" are where you are seeking answers. Building a capacity plan is the result. Your goal right now is maximizing all of your resources to generate as much revenue as possible without putting yourself out of business.

Key Issues - Owner Perspective:

1. Estimate the total capacity of the business - 100% - if everything used to it potential.
2. Decide on target percent for this Growth Stage - 90% is a solid number, avoid anything under 85%,
3. Based on uptime (OEE), is there any preventive maintenance or replacement required that will fail to produce or breakdown?

What You Need to Know - The WHAT

- [EPISODE E3.002 CREATING AND IMPLEMENTING GROWTH FOUNDATION PLAN](#)
- [EPISODE E4.002 SELL SOON OR REINVENT - THE CAPACITY AND SALES PLAN FOR HOCKEY STICK GROWTH](#)
- [EPISODE A.010 PRICING STRATEGIES & METHODS](#)

What You Need to Do - The HOW **Building the Plan**

1. Review your numbers;
 1. Scheduling Metrics
 2. Efficiency Metrics
 3. Waste Metrics
 4. Monthly Cash Demands
 5. AP and AR Aging reports

2. Quick hits, where can you make immediate improvements without reengineering everything?
3. How are you going to get personally involved without interference?
4. Based on where you have the greatest potential capacity to grow - select a market and customer for marketing.
5. Scenario spreadsheet on the right amount of growth.
6. Create a marketing plan to create the volume of interest required based on sales close rates and time in the funnel.

Show B4.004 Production (PRODUCTS AND/OR SERVICES) Flexibility

Introduction

Good day and hope you are booking forward to a productive week. This week we are announcing our new community - The Community of Commerce for all insiders. Everyone who has [JOINED US](#) and become an inside we are moving off of the weebly web platform to a community site on Tribe.

This will provide an opportunity to share information, ask questions, and gain support for starting, growing, or exiting your business.

It is our version of the Chamber of Commerce - what it could have been instead of what it has become. This community has one goal - your success as a business owner to build generational wealth for your family. That growth will create more and better jobs in your local community.

It is a stand alone (outside the control of the arbitrary large providers) platform that provides entrepreneurs and business owners a space for the free and open exchange of ideas.

As a member of IBGR's Community of Commerce you can:

1. Follow other users including the OnAir Talent and Executive Team at the station.
2. Ask and answer questions about starting, growing, and exiting the business from our OnAir team and each other.
3. Follow any member of the Community to stay abreast of their latest business insights as well as building your own following.
4. Start discussions to stimulate input from other members of the Community.
5. Create and vote in Community polls.
6. Post and comment on posts and blogs.
7. Access and share content entrepreneurs and business owners can use.

We built this beyond the reach of the 'masters of the universe' so you can speak your mind.

Have a great business week.

Listen>Apply>Engage**Show Objectives - The WHY**

This starts and ends as a mindset. The application of tools is easy if you make everything small, quick to complete, and simple to do. That sounds simple but as the business grows and becomes more sophisticated, this mindset is lost. You will be challenged to maintain this view of the business during the fast growth of Stage IV.

Key Issues - Owner Perspective:

1. Using agilean principles in production of products and services.
2. Keep it small with short runs.

3. Flexibility is being able to change quickly.
4. Stay on top of obstacles and bottlenecks.

What You Need to Know - The WHAT

- All projects, jobs, steps, tasks are **short & small;**
- All projects, jobs, steps, tasks are **timeboxed;**
- All projects, jobs, steps, tasks are **demand based;**
- All production elements (people, equipment) have **quick change out;**
- Management focuses on eliminating **obstacles & bottlenecks.**

Background

- [EPISODE B.015 LEAN IT UP NOW!](#)
- [EPISODE B4.002: INTEGRATING AGILE AND LEAN - AGILEAN TECHNIQUES FOR GROWTH](#)

What You Need to Do - The HOW

1. Create and maintain preventive maintenance schedules for equipment.
2. Invest (time and money) into skill mastery and cross training. into personnel - everybody in a work area interchangeable.
3. Apply the Principles of Agilean Project Management for scheduling and managing work processes.
4. Focus Schedule Management on the metrics of Volume, Mix, and Sequence.

Show B4.005 Effective Use of Feedback Systems for Quick Adjustments

Introduction

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Objectives - The WHY

Today we will explore how to use your feedback systems to gather critical data so you can effectively make quick adjustments to your business growth strategies. The main failure point of Stage IV businesses is Destruction of Working Capital - you as the owner and all of your managers need to keep your fingers on the pulse of your business to ensure growth is being managed effectively.

Key Issues - Owner Perspective:

1. Goal - immediate feedback on decisions and actions to the individuals responsible,
2. Select data collection method - measured progress, measured results, surveys, focus groups, point of sale - etc.,
3. Make it simple and complete - always choose the simplest method and have enough quantitative (numbers) and qualitative sources (opinions) to build a complete picture,
4. Ultimate test - simple, fast, accurate

What You Need to Know - The WHAT

We've all heard the saying, "What gets measured gets done." It means regular measurement and reporting keeps you focused on what matters most right now in your business. When you use the data you collect to make decisions and quick adjustments you improve your results.

Special Note: the measurement backbone should have been built during Stage III so you are using metrics that exist. If not - DO NOT BEGIN MARKETING AGGRESSIVELY UNTIL YOU HAVE FIXED THIS PROBLEM OR STAGE IV WILL PUT THE ENTIRE BUSINESS JEOPARDY.

Key areas to monitor:

1. Data on the relationship between marketing spend and sales,
2. Sales and your capacity to produce products or deliver services,
3. Maintaining a balance between acquiring new accounts vs potential accounts in the pipeline vs existing accounts,
4. Anything else that looks abnormal

What You Need to Do - The HOW

1. Use Feedback Tools to get a good mix of quantitative and qualitative data
2. Analyze your numbers and comments -use the comments to help interpret the numbers or the comments provide context to the numbers
3. Reduce the time lag between (1) an action or decision, (2) collection of the data, (3) giving feedback to the author - fast, accurate, complete (and simple)

Show B4.006 Operations Achieving and Maintaining 95% Capacity**Introduction**

Hope everyone is looking forward to a great week. We have a few announcements to make about growth of the IBGR Network.

We are your advocates against the forces of statism and command economies. We understand entrepreneurs are a different breed that don't live by the leave of others - why? Because everyone at and associated with the station are entrepreneurs. We are building a network of ideas, insights, and tools that will help you navigate the pandemic and beyond.

[JOIN our community](#) and Let's Grow Together!

Show Objectives - The Why

This is a critical estimate. You are going to make several decisions about how much and where you instead to focus managements efforts. You are making this estimate early in the Stage IV process, in fact this almost starts in late Stage III - why? Because if you are going to grow the company to its full potential as currently designed, you must have a legitimate estimate of what is possible. This will allow you to determine the revenue gap and current obstacles to reaching the goal.

Key Issues - Owner Perspective:

1. Estimate the total capacity of the business - 100% - if everything is used to its potential.
2. Decide on target percent for this Growth Stage - 90% is a solid number, avoid anything under 85%,
3. Based on uptime (OEE), is there any preventive maintenance or replacement required that will fail to produce or breakdown?

What You Need to Know - The What

- [EPISODE B4.003 OPERATIONS STAGE IV CAPACITY PLAN](#)

What You Need to Do - The How

Level 1 Productivity: given a specific process's total capacity (100%), where is current performance? $\text{Current Performance} / \text{Total Capacity} = X\%$

- Mapped Processes with non value activities eliminated -
Processes Under Control

Level 2 Flexibility: the ability to respond to outside or unpredictable demands that changes production requirements. Number of units, type of units, change over speed - ability to shift from one demand to another while maintaining quality standards.

- Standard Operating Procedures (SOP) in place
- Position Descriptions based on SOP's
- Training Manuals (or programs)

Level 3 Leanness: achievement of the position of Lowest Cost Producer (LCP) in their niche or market. All nonvalue added activities have been eliminated and quality standards meet customer expectations.

- Scheduling Measured and Managed
- Efficiency Measured and Managed
- Waste Measured and Managed

Level 4 Horizontal Alignment: all production is based on demand with customer objectives integrated into design and build standards.

- Customer Experience Mapped and integrated in Internal Mapping
- Customer at the table - their objectives integrated into design specifications

Show B4.007 Industry Leader at Fast Launch of Products and Services

Introduction

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Objectives - The WHY

Today's show is preparing you for a faster transition from the comfort of Stage III to the more volatile, faster paced Stage IV business. Your goal is to get really clear on your competitive advantage, ensuring that it is sustainable through Stage IV. It's time to put yourself back in the mindset of your pre-startup self by reevaluating your competitive advantage to fine tune it and create even more separation above your competitors. This is also about fine tuning your products and services, making sure your company is ready for explosive hockey stick growth.

Key Issues - Owner Perspective:

1. Faster transition from Stage III to Stage IV
2. Development of a competitive advantage that transcends Stage IV - from this point on
3. Able to correct buggy products/services between sales - fix it for the previous sale and have the new version ready for the next sale

What You Need to Know - The WHAT

You will use speed to constantly be first and upgrade on the fly, first to market with better products and services by shortening the discovery>build>implementation cycle. Become intimately familiar with both Agile and Lean practices to get your company good at moving quickly, taking small risks, making adjustments all while emphasizing the removal of waste within a process and within your organization.

- [EPISODE B4.002: INTEGRATING AGILE AND LEAN - AGILEAN TECHNIQUES FOR GROWTH](#)
- [EPISODE C.001 YOUR UNIQUE OFFER](#)
- [EPISODE F.011 BUILDING YOUR PRACTICE](#)

What You Need to Do - The HOW

1. Know your Unique Selling Proposition - reevaluate if necessary.
2. Focus on fine tuning your products and services between campaigns
3. Test updated/upgraded products between campaigns with final version ready for next sale
4. Position yourself as the best choice for your ideal customer
5. Know your competitive advantage: Variety, Need based, Access along with the value disciplines that your advantage may fall under: Operational excellence, Customer intimacy, Product leadership
6. Sustainable Vs. Unsustainable Advantages - ensure your choice is sustainable
7. Conveying Your Competitive Advantage

Show B4.008 Platform Enables Autonomy and Right First Time Performance

Introduction

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Objectives - The WHY

It's time to evaluate the performance, efficiency and effectiveness of the platforms you have been using in your business. Do your employees have enough information to make decisions and are they equipped for Right First Time Performance? Now is the time to ensure all systems are working properly and all people know how to do their job right the first time without a lot of direct supervision. The question to answer is this, "If all company management were absent with only the workers remaining, could the work get done, do they have what they need?"

Key Issues - Owner Perspective:

1. All of the information required to execute a job is easily accessible,
2. Company has extensive library of information if a job/tasks needs research beyond the assignment,
3. Current and historical performance data is easily accessible,
4. Real-time help is easily accessible

What You Need to Know - The WHAT

If your platform does not enable autonomy and Right First Time Performance before starting Stage IV, don't start now or your business will crash. Get very clear on what is essential then your key focus is that all the people in your organization have all the information necessary to do that job. The ability to research and find information, and access help if they can't figure it out is crucial to your continued business growth. People must be able to work

without waiting for information or help. If your platform doesn't achieve that minimum, it's useless. Don't start aggressively selling if this isn't resolved, it is better to stay at stage III than kill the business in stage IV.

What You Need to Do - The HOW

1. Determine if your current platform enables autonomy and right first time performance. If not - STOP! You MUST get this resolved before beginning to aggressively sell your product or service.
2. If your platform does allow for autonomy - continue to monitor key areas to ensure Right First Time Performance. This must be part of your metrics.
3. Focus on continual improvement of information dissemination, real-time access and enabling autonomy. Track when and why people couldn't access or find what they needed when it was needed - is it data entry - people not putting it in, is it storage - its there but nobody can find it, or the personal really isn't looking.

Show B4.009 So We are Sigma (QUALITY) What?

Introduction

There are several ways you can interact with the station and our OnAir Hosts:

- **Pulsating ?** on every page. It is a direct link to the Host and they will respond to your question during the show;
- Hit us up on **social media** - Facebook, Instagram, LinkedIn, and Twitter. Our handle is **ibgrnetwork**;
- JOIN our Community of Commerce and become an insider with direct access to our Hosts and support materials discussed on the show.

JOIN our Community and Let's Grow Together!

Objectives - The WHY

Don't let the sound of the title intimate, this is very simple. You are trying to set up metrics that allow you to track performance over time and compare to other companies - in your industry and others. I promise not to turn this into a statistics class.

You need to create what is called 'normative' data' - a reference group to use as a benchmark for comparison in real-time and over time. The reference group needs to be reasonably large so you can pull random samples if needed. An example of a reference group is building data from all the companies in your industry from a resource like DB Hoovers. Now you can see how your business compares to others and identify obstacles to becoming an industry leader.

Key Issues - Owner/Manager Perspective:

1. How are we measuring critical metrics?
2. Each scorecard area - what are our current numbers.
3. Where do we stand against the competition - how many std deviations (sigma's).
4. Where do we stand against last time (have we improved or declined - what is today's sigma vs last time).

What You Need to Know - The WHAT

- Sigma = the summation, used to indicate one standard deviation from the mean
- Sigma 1 = 68.2% (318 defects per 1,000)
- Sigma 2 = 95.4% (54 defects per 1,000)
- Sigma 3 = 99.7% (3 defects per 1,000)
- Sigma 4 = 99.993%
- Sigma 5 = 99.99994%

- Sigma 6 = 99.9999998%

What You Need to Do - The HOW

1. Locate business data resources like DB Hoover and create an account.
2. Match your current measurements to the database - what do you measure that can be compared.
3. Compare your performance to the reference group - where do you stand? Sigma What?
4. Create new measures, as appropriate, to fill in the gaps for comparisons. Sigma What?
5. Create a new baseline for performance targets - and what is the gap today? Sigma What?

Show B4.010 What is the Gap Between Where We Are and Where We Could Be?

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Show Objectives - The WHY

This show focuses on what happens sometime between the start of Stage IV and midpoint in the growth process - when it becomes obvious your forecasts are not accurate. If you are monitoring it, the realization will come earlier than waiting for an event to make it undeniable. BTW - it will never be totally accurate so anticipate it. Its role was to get you started with a reasonably accurate prediction of how the business was working.

Now with this adjustment, your cause-effect model should be accurate enough to take you through the end of Stage IV and do it faster with better margins.

Key Issues - Owner/Manager Perspective:

1. Prior to the start of Stage IV you scenario planned based on a cause-effect model - is it performing as planned?
2. Working backwards - is cash flow as predicted? if not where is the problem - money in or money out,
3. Looking at production/delivery - is your costs and scheduling as predicted? - why can't you meet demand driven by sales,
4. Looking at sales - are you getting enough qualified leads - this includes how qualified are they - or is this sales process taking longer than planned and why?
5. Looking at marketing spend - are the various channels performing as planned and why?

What You Need to Know - The WHAT

- **EPISODE A4.008 MONITORING CAPACITY VS SALES VS WORKING CAPITAL**

What You Need to Do - The HOW

1. Check the accuracy of your scenario model / forecast - is it accurate:

1. Demands on Cash Forecast
 2. Product/Service Costs & Scheduling Forecast
 3. Sales Forecast
 4. Marketing Forecast
2. Determine why to Forecasts are off and adjust current scenario model.
 3. How much new growth have you created vs the original forecast?
 4. Create a Forecast for the remaining growth in Stage IV.

Show B4.011 Stage V Optimization Plan - Becoming Lowest Cost Producer

Introduction

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Show Objectives - The WHY

Today we get at the essence of how to grow the business to its full potential, as currently configured, and create a plan for the future - regardless of Selling or Reinventing the business.

This process you can use over and over again as you take the business through a second, and third, and fourth Reinvention. Why

stop at 4? because 4 reinventions usually means a billion in revenue - imagine that!

Key Issues - Owner/Manager Perspective:

1. review Profit Plan for Stages III, IV & V - results and gaps,
2. create Operations section of Profit Plan for Stage V - selling the business,
3. create Operations section of Profit Plan for Stage V - reinventing the business

What You Need to Do - The HOW

Review Profit Plan for Stages III, IV & V - Results and Gaps:

1. Stage III - did we build sufficient infrastructure to grow the full potential?
2. Stage IV - did we market, sell, and deliver up to our full potential without destroying working capital?
3. Stage V - did we eliminate the remaining non-value added activities to achieve lowest cost producer?

Create Tactical (Implementation) Section of Profit Plan for Stage V - Selling the Business:

1. Identify and eliminate all 'quick fixes' that didn't require extensive reengineering?

Create Tactical (Implementation) Section of Profit Plan for Stage V - Reinventing the Business:

1. Identify and eliminate all 'quick fixes' that didn't require extensive reengineering?
2. Create a list of reengineering issues for later action?
3. Identify potential customers for Reinvention partnership?

Chapter 3 CUSTOMERS

Show C4.002 Salesforce Development

Introduction

IBGR is committed to your success and our programming is for legal aggression (OK, I'll make it nicer - assertiveness) to open, stay open, and be profitable.

Unlike the rest of society - we have your back.

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Objectives - The WHY

Up to now you have survived the sales function in spite of yourself. If you are just an average company you do not have a formal sales methodology, your sales manager doesn't understand their role, and you are not measuring the effectiveness of the sales function. The reason was simple - you didn't have time.

Now that you are making the transition from Stage III to Stage IV and expecting 'hockey stick' growth, it is time to make the investment or the regret of leaving too much money on the table.

Key Issues - Owner/Manager Perspective:

1. The sales job is frequently audited to determine the competencies for success,
2. OJT is conducted on a frequent basis to enhance selling skills,
3. Formal training is conducted on a frequent basis on the use of technology in the sales process

What You Need to Know - The WHAT

If there is a place to start workforce development it is with the sales team. Although everyone in the organization is essential, many positions you can be successful with OJT (On the Job Training) but not here. You can expect on average the following returns from formal sales training:

- 11% increase in sales people reaching their quota's,
- 12% increase in closed deals, and an
- 8% reduction in turnover.

What You Need to Do - The HOW

1. Buy or create a profile of the most effective salesperson and manager in your business.
 1. Create: Behavioral Event Interview
 2. Buy: Harrison Assessment:
<https://www.harrisonassessments.com/sales-assessment.html>, or DiSC:
<https://www.discprofile.com/products/everything-disc-sales-profile/>
2. Assess current sales model and update if necessary - Sales Training
 1. Sandler: <https://www.sandler.com/training-centers/>
 2. Rackham: <https://i4esbd.com/services/training/>
3. Fewer Accounts = Greater Share of Wallet
4. Sales Managers prime role is Coach - the source of OJT
5. Content Training, Market Intelligence resources
6. Involvement in Marketing and Advertizing

Show C4.003 Sales Compensation

Introduction

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Objectives - The WHY

We come to one of the fun topics and responsibilities of the Owner or the Sales Manager - designing compensation plans. Notice I didn't say plans that work because all plans work -you're just not happy with the result. The following is our accumulative experience of running a sales organization.

Key Issues - Owner/Manager Perspective:

1. Compensation mistakes to avoid.
2. Solid sales design parameters.

3. Stay flexible - a plan is not a contract.

What You Need to Know - The WHAT

About 1/2 of businesses mix between base salary and variable pay for sales compensation. 18% use a mix of 80 percent salary and 20 percent commission. 16% use a 70 percent salary, 30 percent commission ration. And 14% reported a mix of 60 percent salary and 40 percent commission.

Simple Compensation Mistakes to Avoid

- Understanding the Difference Between Top Line and Bottom Comp: in the early stages of growth when any sales are needed - reward top line on revenue; when the business is established - reward bottom line or margin.
- Making it Complicated: when designing a compensation plan, the tendency can be to go overboard getting really detailed and trying to address every possible scenario.
- Failing to Align Metrics with Business Goals: your plan should be tailored to incentivize behaviors that are really going to move the appropriate needles for your company's particular business model and stage of growth.
- Treating Your Plan Like a Contract: the goal shouldn't be to confuse, intimidate, or bore your sales reps to tears.
- Using Metrics You Can't Track: nothing kills a plan quicker than basing it around metrics that are difficult or impossible to actually measure.
- Not Providing Line of Sight: even with the most simple plans, it's important to provide a way for reps to calculate how much money they can make and where they stand in relation to their quota.
- Not Preparing for Staffing Challenges: turnover in sales is typically high. Be sure to take it into account along with ramp-up time for new hires and other potential challenges

you're not anticipating. In short, always incorporate some wiggle room.

- Not Reserving Room in Your Budget for Ad-Hoc Spiffs; give yourself flexibility to launch quick contests and campaigns. You never know when you'll need an extra boost.

What You Need to Do - The HOW

Build Compensation Plans - Design Parameters

- Sales Targets / 10 = Total Package (example \$1,000,000 sales target = \$100,00 possible) or determine your own multiple based on current and future sales projections
- 50% of all compensation plans range from 80% salary + 20% commission to 60% salary + 40% commission
- 80/20 better choice for initial businesses without solid sales record
- *60/40 better choice for existing businesses with solid sales record*
- Commission based on top-line (Revenue) better choice for initial businesses without solid sales record
- *Commission based on bottom line (gross margin or gross profit) better choice for existing businesses with solid sales record*
- Bonus can be linked to growth in sales performance year to year (consider this in year 2 going forward)
- 3 elements to total compensation
 - Base Salary – never pay enough to make the individual comfortable
 - Pay for Performance (sales activities) – determine sales best practices based on what the company sells and to who(m) and pay for these required activities; combination base salary and pay for performance should still leave the individual financially uncomfortable
 - Commission – based completely on sales closed

Build a spreadsheet and plug in possible scenarios and pick the mix that you can afford and incentivizes the individual to be successful at sales.

Show C4.004 Marketing and Sales Compensation

Introduction

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It is our version of the Chamber of Commerce - what it could have been instead of what it has become. This community has one goal - your success as a business owner to build generational wealth for your family. That growth will create more and better jobs in your local community.

It is a stand alone (outside the control of the arbitrary large providers) platform that provides entrepreneurs and business owners a space for the free and open exchange of ideas.

As a member of IBGR's Community of Commerce you can:

1. Follow other users including the OnAir Talent and Executive Team at the station.
2. Ask and answer questions about starting, growing, and exiting the business from our OnAir team and each other.
3. Follow any member of the Community to stay abreast of their latest business insights as well as building your own following.

4. Start discussions to stimulate input from other members of the Community.
5. Create and vote in Community polls.
6. Post and comment on posts and blogs.
7. Access and share content entrepreneurs and business owners can use.

We built this beyond the reach of the 'masters of the universe' so you can speak your mind.

Have a great business week.

Listen>Apply>Engage

Objectives - The WHY

We are in Stage IV and about to grow sales through aggressive marketing. This requires all of the marketing and sales efforts (people) are pulling together in the same direction.

Key Issues - Owner/Manager Perspective:

1. Build or upgrade a new 'funnel' together,
2. Based on the model determine roles and responsibilities,
3. Collaboratively determine friction points for weekly huddles,
4. Collaboratively determine performance and results metrics

What You Need to Know - The WHAT

- Understand the targeted customers (perfect customers) buying persona;
- Understand where, when, and how to surround them with messaging

What You Need to Do - The HOW

1. Agreement on a combined Marketing & sales Model

1. Transactional
2. Relational
3. Consultative
2. Agreement on a combined Marketing & Sales Funnel
 1. Awareness
 2. Interest
 3. Decision
 4. Action
3. Marketing Roles & Responsibilities
 1. Awareness - 100%: ?
 2. Interest - 80%: ?
 3. Decision - 20%: ?
 4. Action - 0%: ?
4. Sales Roles & Responsibilities
 1. Awareness - 0%: ?
 2. Interest - 20%: ?
 3. Decision - 80%: ?
 4. Action - 100%: ?
5. Identify Friction Points
6. Schedule Weekly Huddles

Show C4.005 Current Business Trends

Introduction

Hello Mother Earth! You are NOW listening to the IBGR Network - known as International Business Growth Radio Network

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- 2pm-3pm: LONDON ENGLAND Local Time

By the end of our time together you will...

Understand what the MOST IMPORTANT current business trend is and what you need to do for your business to not only survive, but also THRIVE in spite of it.

Objectives - The WHY

Normally when we think about business trends, items like the following pop up:

- The latest social media platform
- An awesome technologically advanced communication tool
- The next best time management tool
- Chatbots

Well, in this show, you're going to discover there is only ONE current business trend, and your business' survival depends on WHAT YOU DO ABOUT IT NOW!

Key Issues - Owner/Manager Perspective:

1. Type of information necessary to execute on fast growth (types of information like customer, industry, economics, etc.),
2. Where can I find that information (free and subscription services),
3. How do I make sense of the data

What You Need to Know - The WHAT

- What problem were you solving before?
- Can you still solve that problem NOW?
- What NEW problem do you need to be solving NOW?
- What has changed in your market?
- Is your market still there?

What You Need to Do - The HOW

- Take IMMEDIATE action!
- Be nimble.
- Ship.
- Believe in the value of your solution(s)
- Believe INDEFATIGABLY in yourself

Show C4.006 Identification of New Sales Opportunities

Introduction

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By the end of our time together you will...

Understand what a “New Sales Opportunity” is (seems intuitive, but it’s NOT WHAT YOU THINK), how to find it, what to do when you have it, and how to sustain it.

Objectives - The WHY

Normally when we think about new sales opportunities, we think about one of the following:

- A person who can buy my stuff
- A company that can buy my stuff
- An entity that can buy my stuff.
- Heck, ANYBODY, ANYTHING, ANIMAL, VEGETABLE OR MINERAL that can BUY MY STUFF!!!!

Well, in this show, we’re going to start with a paradigm shift that will make the rest of the whole “Identification of New Sales Opportunities” thing much simpler. Not EASY, but SIMPLE.

Key Issues - Owner/Manager Perspective:

1. What is a new sales opportunity?
2. Where can I find one?
3. What do I do once I find one?
4. How do I sustain that one and find more?

What You Need to Know - The WHAT

- What benefit do you provide?
- To whom do you provide it?
- WHO CARES about your benefit?
- How do you get them to keep caring?

What You Need to Do - The HOW

- Shift your paradigm!
- Focus on WII-FM
- Believe in the value of your benefit(s)
- GIVE!

Show C4.007 Marketing Metrics

Introduction

Building on previous shows, why are Marketing Metrics important? Because, you can't manage what you don't measure.

But what should we be measuring?

Now when I was putting my notes together for this show and I understood today's show was to be about marketing metrics the first thing I did was Google marketing metrics. You would not believe how many websites there are that tell you how crucial their particular list of marketing objectives is.

Google it now... I dare you.

And those crucial marketing Can include anything from revenue to cost per lead to website traffic and lead ratio to landing page conversion rates to social media engagement to customer lifetime value and churn rate and blah blah blah the list goes on.

But essentially if we are measuring marketing success, we need to understand what outcome we are looking to achieve. There is no one list of marketing metrics that is right for every business in the world.

But the one marketing metric that remains absolutely crucial to any company is the marketing metric of brand awareness. There is a distinct difference between a marketing metric and a sales metric. Advertising, sales, conversions etc... they are all functions or outcomes from marketing.

When we market our business as a whole, we are marketing the brand. When we're marketing a product that has a whole different purpose to marketing the brand. So therefore, the metrics need to be different.

Today I'd like to talk about marketing a brand and what metrics should be used to market that brand.

Why? Because your brand and what your business stands for is the one consistent. Products may vary, prices will change, the market will fluctuate but the one thing that should always remain consistent is the value of your brand.

The equity in your brand is what makes your business a success. During my broadcasts you're going to hear me talk a lot about Apple. I love Apple there. I said it on record I love Apple.

Why because Apple is an absolutely perfectly marketed brand in my opinion. Why? Because you will never see Apple discount their product you will always see queues and queues and queues of people standing outside the Apple store waiting to buy the latest iPhone or the latest iPad or the latest Macbook or whatever their product is they absolutely generate a frenzy when it comes to new products. That is a brilliantly marketed brand. Apple resides in the hearts of its customers. And that is exactly where a good brand lives.

This is IBGR network and this is show C4 the C stands for marketing and sales the four stands for you have a business which you have

grown and you have established and you have pretty much maxed out the capacity of the business almost maxed out the capacity of the business in its current form you have an established business. You've been through growth, you've done the hard yards and the business is stable. Now it's time to really understand our brand. It's time to get your potential customer to really understand your brand.

Why am I so passionate about the brand? Well the reason is that people don't buy products people buy brands. People buy with their hearts not their heads. So, when you are considering your marketing objectives and you're considering the metrics to use to measure your marketing success you have to be really clear on what outcomes we are looking to achieve. You cannot measure success without first understanding what we are trying to achieve.

Draw 5 circles. Put a vertical line between them.

- Unknown
- Known
- Something
- Respected
- Loved

Now every business in the world resides in one of those circles. You may reside in a different circle for different target markets. Our task is to figure out which target market we want to focus on 1st to move from one circle to the next. Our ultimate objective is to have our brand loved. Why? Because people buy with their hearts not their heads. You're going to hear me say that a lot.

By the end of our time together today, you are going to understand what each of those circles means and I'm going to help you to figure out where you sit in the brand journey.

Key Issues - Owner Perspective:

In the first part of the show, I asked why are Marketing Metrics important?

Because, you can't manage what you don't measure.

But what should we be measuring?

Your business is now at a stage of life where you made the bold move to start it probably some years ago you have put blood sweat and tears into building it you have carved out a niche or a unique selling proposition you understand your competition you understand your market and you have a well-rounded business.

What we need to do now is figure out where in the brand journey your business sits with your target consumer. Now that could be different with different audiences. Another important thing is to figure out who we actually want to put the time and energy and resources into attracting.

So many marketing dollars are wasted trying to attract customers that are not going to buy your product. There is a huge amount of advertising waste in trying to attract the wrong people. If I had a dollar for every time a client said to me our customer is just anybody who wants to buy our product or our service, I would be a multi-millionaire.

If I was talking to a home builder and they said well our target market is anybody who wants to build a new home. That is just not true. If we're selling \$300,000 houses our target market is totally different to if we're selling \$2,000,000 houses.

So, whilst we're choosing how to measure our marketing success by putting metrics in place, if we're leaving our target market wide open how can we possibly measure the success of a campaign? It will always fail.

When we focus on who we are as a brand and what we mean to our target customer we start to define our metrics.

In the next section of the show when we talk about the what, we're going to talk about differentiating marketing the brand and the metrics that we need to use to define the success of marketing the brand as opposed to marketing a product and the difference between the metrics of success in that regard.

Now earlier I asked you to draw 5 circles on a piece of paper and between each circle I asked you to draw a vertical line. The circles represent the stages of the brand journey.

Every brand starts out being unknown. When we start a business it's brand new, no one knows who we are, and we are completely unknown.

We need to go through the process of getting from one stage to the next in order. That order is unknown, known, something, respected and ultimately loved.

The ultimate objective is to get our business or its brand to be loved. But there are barriers to achieving that. Your marketing plan will help you to understand the barriers and should be the plan to get from one stage to the next and break through the barriers to your success. The marketing metrics will define the success of your marketing plan.

What You Need to Know - The WHAT

In the first part of the show, I asked why are Marketing Metrics important?

Because, you can't manage what you don't measure.

In the second part of the show we talked about the brand journey and the difference between marketing a brand and marketing a product.

When we are determining marketing metrics, it is crucial that we understand our objectives.

Too often the success of a marketing campaign is defined by how much product we sell.

There are so many different variables to whether or not we're going to sell products.

Is the product well priced? Is the product something people want? Is the product on sale with our competition at a cheaper price? Is our customer service on point? Is our store accessible? Does the weather lend itself to our product? Is the economy dictating whether or not we sell our product?

All of those factors and more can be partially responsible for whether we sell our product or service successfully.

With the best marketing campaign in the world, we won't sell products if our customer service is substandard. Well, we might. But you won't have a return customer.

We won't sell products if our competition is selling it cheaper and with better customer service. We won't sell products if the market doesn't need or want the product.

If we fail to sell a product, does that mean that our marketing campaign was unsuccessful? Not necessarily.

If the metric of success is to get people into the store, then the marketing campaign was successful whether we sell the product or not. The function of a marketing campaign is to give people enough of a tease to make them want to buy. Whether or not you sell is dependent on many variables.

So, what do we do now? The first thing we need to determine is who does our brand, product or service currently appeal to. Then we need to figure out who we want our brand, product or service to appeal to.

Let's place our brand on the brand journey in terms of our target purchaser.

If one of our target markets does not know our brand from a bar of soap but we want them to know us for something, then we tailor a marketing campaign to attract those people to our brand.

Example, we work with a chain of men's fashion retail stores. Their price point is mid-range and their product and service is high quality.

They appeal directly to men aged 35 to 65.

In that age bracket they are considered to be respected and, in some cases, loved.

Now the question we ask is do we want to attract a younger demographic? If we do, we need to do some work because

19-year-old young men sit in the unknown bracket of their brand journey.

The question is, is it worth pursuing that demographic to get them to know us?

In this particular client's case, we have decided to target the younger demographic around 25 is a perfect age.

Why? Because 25-year old men are future 35-year-old men and as the top end of our demographic drops off and stops purchasing, we need to have attracted a younger demographic to come up through the brand journey.

The metric of success in this campaign is how many people in the 25 male age demographic who previously did not know us now know us.

The key here is not to try and be all things to all people. We have to determine what is the most important message we want our target to understand.

In this case our marketing campaign will not focus on high-end suits. In this case our marketing campaign will most likely focus on urban casual wear.

Once our 25-year-old demographic decides the product that we have on offer appeals to them, we will get them in store, we will show them great service and value and they will eventually become a customer of our brand.

As they get older, they will start to buy suits.

We didn't market suits to them to get them interested in our brand. We marketed a different product but once we got them to love our brand, they started to buy the rest of our products.

So, the marketing metric in this instance was how many 25-year-old men did we attract to our brand through the sale of a particular product. The long-term success is to take that 25-year-old male on a journey with our brand and eventually get them to love who we are and what we do. But there are stages to that success.

That message is going to be different depending on who you are talking to and what your objectives are.

What You Need to Do - The HOW

In the first part of the show, I asked why are Marketing Metrics important?

Because, you can't manage what you don't measure.

In the second part of the show we talked about the brand journey and the difference between marketing a brand and marketing a product.

In the third section of the show, we discussed what you need to do in order to determine your marketing metrics and in this the last and final segment, we will talk about how you do all that.

So, we know that marketing metrics are important because you can't manage what you don't measure. We understand about the brand journey and the difference between marketing a brand and marketing a product. And we know that in order to determine our marketing metrics we need to figure out who our target audience is and what we want them to do.

Here are the steps to determining your marketing metrics.

Step 1. Identify your target audience.

- There is likely to be more than one but stay focused to determine which target audience you're going to approach with this particular campaign.

Step 2. Figure out where they sit on your brand journey.

- What stage of the journey do we need to take them from and to? What are the barriers to getting that target audience to the next stage?

Step 3. Understand what your target audience wants to hear.

- What is it about your brand that is going to make your target audience want to engage with you? Create campaign content that is going to answer that brief. Develop a communication strategy that is going to most effectively reach your audience.

Step 4. Decide what results do you need to see that will determine if your campaign has been successful?

- These are your marketing metrics.

How you realistically determine your marketing metrics, will ultimately determine the success of a marketing campaign.

The more specific you can be about who you are trying to talk to and what message you want them to hear, the easier it will be to set realistic marketing metrics.

Here is another example. One of our clients is a national not for profit organisation. This year as we all know has been extremely challenging particularly in Australia where through November and December of last year through summer, we experienced the worst bushfires for many years in Australian history. Closely followed by the bushfires was COVID-19.

Our challenge in such difficult economic times, was to at least equal the fund-raising target set the same time last year. In order to do this, we had to re-evaluate our target audience. In addition, we had to re-evaluate our creative execution.

All of this had to be done during the worst economic times Australia had seen in generations. The challenge was great. By re-evaluating our target market and changing the message that we relayed, we didn't match the previous year's target but we tripled it. The target was \$220,000 in fundraising. The result ended in a \$720,000 fund raising result.

The metric of success in this case was clear. Match last year's fundraising target.

How we did that was to understand the target market, talk to them in a language they understood... I heard on one of the shows here on IBGR one of the announcers used an old term I'm familiar with – the old radio station WIIFM – What's in it for me?

We gave the target market what they needed in order for them to trust our brand and engage with our call to action.

The metrics of success could have been social media engagement, website hits or calls to the organisation. In this case the clear marketing metric was to raise money.

We exceeded our target because we understood the market and gave them what they wanted to hear.

In summary, know your brand, know your objectives, be specific and set the metrics.

Show C4.008 Winning Most Profitable Accounts

Introduction

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By the end of our time together you will...

Know how to create and maintain a strategy for identifying, pursuing, winning and keeping your most profitable accounts while celebrating benefit to the customer

Objectives - The WHY

- Create a strategy to identify your best and most profitable accounts
- Understand the mind of your best customer
- Hammer home benefit and value
- Learn not to be shy about stating possible value
- Celebrate the union between you and the client

Key Issues - Owner Perspective:

- Focused strategy - identifying the best accounts and pursuing them
- Take research into the prospect beyond normal - know them better than they know themselves
- Provide value - ideas, insights, etc beyond just a sales call
- Openly pursue new customers with proposed value
- Celebrate the union of you and the client

What You Need to Know - The WHAT

The benefit you provide is EVERYTHING! Remember that.

What You Need to Do - The HOW

- Commit to a strategy
- Continue to commit to engagement
- Continue to commit to CONSISTENCY
- CONTINUE TO GIVE!

Show C4.009 Closed Sales Margins

Introduction

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By the end of our time together you will...

Know how much you ACTUALLY MAKE on each closed sale, how much it costs to service the sale, and when that cost is too high

Objectives - The WHY

- Know how much your sales cost
- Understand what you actually make on each sale
- Understand your closing ratio
- Know how much it costs to service your new client
- Know when to let go

Key Issues - Owner Perspective:

- Gross Sales v. Net Sales
- Should you do whatever it takes to close a sale? Does discounting make sense?
- What is your cost to service your closed sale(s)?
- Can I fire a client?

What You Need to Know - The WHAT

Remember your benefit and value and be sure they are in constant alignment with the new client acquisition and servicing process. When they are not, CUT 'EM!

What You Need to Do - The HOW

- Know your numbers--GROSS AND NET
- Commit to your process
- Don't compromise company or personal values for money
- CONTINUE TO GIVE!

Show C4.010 Post Sale Customer Feedback

Introduction

Hey folks, this week's tips on how to Build Brands and Sell Stuff is brought to you by the letter A and the number 1.

- A. Customer.
- 1. Feedback.

What is customer feedback?

Customer feedback is information provided by clients about whether they are satisfied or dissatisfied with a product or service and about general experience they had with a company. For the best part, their opinion is a resource for improving customer experience and adjusting your actions to their needs.

Top performing companies understand the important role that customer feedback plays in business. They consistently listen to the voice of their clients. Not only do they search for opinions their clients publish on social media and reviews they provide on websites designed for gathering feedback, but they also deliberately ask for feedback using distinct kinds of surveys. If you want to stay ahead of your competition, you should never stop listening to customer feedback whether it is positive or negative, prompted or unprompted.

In the first half, we talk about the top seven reasons why customer feedback is important in business.

1. Helps improve products and services
2. Measure customer satisfaction
3. Shows you value their opinion
4. Create the best customer experience
5. Improve customer retention
6. Reliable source for information to other consumers

7. Gives you data that helps when making business decisions

In THIRD quarter of the show, we talk about what to do with the feedback you receive.

Drive. Create. Reference. Motivate. Award.

And in the FINAL PART, HOW you can collect it with ease and efficiency.

Show C4.011 Sales Metrics and Earn Rate

Introduction

By the end of our time together you will...

Know how much each positive action makes you (whether it ACTUALLY makes you a sale or not)

Show Segments

- What are push-ups and what are YOUR push-ups?
- **PARADIGM SHIFT**--Nos make Money. How much is each Push-Up?
- Sales are EASY when you do your Push-Ups
- Can you delegate your push-ups?

What You Need to Know

Not only do you need to TAKE THE ACTIONS EVERYDAY to get the results you desire, but also you need to KNOW how much you GAIN from those actions

What You Need to Do

- Identify your most valuable actions (push-ups)
- Do your push-ups DAILY

- Focus on actions, NOT the results from those actions
- Learn Stephen Covey's Quadrants
- Control the controllables
- Love Quadrant 2
- CONTINUE TO GIVE!

Chapter 4 PEOPLE

Show D4.002 Workday Pace Demands Focus

Introduction

This is the second show of Season 2 in our People Lane at IBGR Network. In this block we are talking to [Stage IV](#) business owners. In Stage IV, you have just experienced explosive, hockey stick growth of your company. Congratulations! Stage IV topics prepare you to grow to Stage V while giving you strategies for maximizing results in your current stage. Check out the other shows in this series. They all have the number 4 after their letter title (eg. D4.002).

Listen>Apply>Engage - Let's Grow Together!

Objectives - The WHY

Most people do not want to be idle or inefficient at work; they want “productive, rewarding jobs where they feel they are making a difference,” said Mark Ellwood, president of Pace Productivity, a company based in Toronto that studies how employees spend their time.

How do you, the business owner, ensure your workers are productive and efficient especially in today's ever-changing world? Where you place your focus in leading your people will have positive outcomes in their performance.

Research into peak performance shows that people can produce up to 95% of their abilities for short bursts and they can maintain 85% forever - focus on making the role challenging enough that people need to give 85% everyday. Time wise for planning purposes 85% = 34 hours of work a week or 7+ hours a day of focused work.

Job Demands - Employee Perspective

1. I am expected to be present at work - my consistent performance is important
2. Because every person pulling their weight is critical - I am expected to work a full day
3. The company doesn't expect perfection or total dedication - it expects that I will bring my best each day regardless of what is going on around me.

Job Demands - Owner Perspective

1. No small business can survive with even one individual not pulling their weight - I need people who are not preoccupied with outside issues - they must be present
2. I don't expect perfection or super human performance - I do expect of myself and others they bring their best effort each day, some days are better than others and I understand that
3. I will do anything I can to reward people and make it a good deal for showing up everyday, ontime, and eager to work

What You Need to Do - The HOW

1. Give specific goals to each Workday
2. Grow skills and prepare employees for the next role
3. Measure performance
4. Deepen relationships with peers to increase employee engagement
5. Reward and compensate for employee contributions

Show D4.003 The Skills to Meet Job Demands

Introduction

Here we are in the last week of July and the first month of the 3rd Quarter is ending - how much closer are you to success?

If you have been with us all month, you know we have been railing against the politicians and bureaucrats for acting arbitrarily in response to the pandemic; and any illusion they are making data-based decisions should have been dispelled by now. This is not about a specific political party or group, it is about the arbitrary use of power at the expense of the most important global community - you.

People like us, Living the Life, employ 57% of the planet's population and yet are treated as the source of its problems. Not here, we celebrate the contribution you make to a better society and our focus is to improve your chances of success.

This week we continue the new programming structure. We use a Balanced Scorecard to format our weekday shows: Finance (Monday) = Operations (Tuesday) + Sales (Customers) + People (Employees) with Fridays dedicated to Owners. Look at the week this way - Monday through Thursday is working IN the Present, Friday is working ON the Future.

Also, we just built a new community, our version of a Chamber of Commerce. [Join Up](#) and gain access to our Hosts and access our library of best practices.

Have a great business week.

Listen>Apply>Engage

Objectives - The WHY

You employees are hired to perform a list of tasks as outlined in their Position Descriptions. Your job is to ensure they master those skills. One way to do that is knowing how and when to reskill and upskill. In today's ever changing world, many new skills are needed,

especially in the digital realm. When your employees have the skills to meet job demands.

What You Need to Know - The WHAT

- [EPISODE D5.002 COMPANY PROVIDES A CAREER PATH](#)
- [EPISODE B.010 POSITION DESCRIPTIONS](#)
- [EPISODE D.004 SELECTING AND ONBOARDING THE BEST PEOPLE](#)

Mastery is about how the organization hires, promotes, and uses technology to multiply performance. Job fit is critical because putting people into positions who do not have the knowledge or personality to be successful is a waste of time and money – no matter how hard anybody tries. Once you have the right person in the job, what is the nature of the psychological contract ([Show D.017](#)) about competence – are they motivated to improve and is the company investing in developing their skills.

The key to skill mastery is the understanding that most people draw meaning from their work. When they are challenged to raise their level of play in an environment that supports growth and development, people flourish. When people flourish the best stay.

What is critical for skill mastery:

- putting the right person in the job;
- invest in developing skills – start with their present job then cross train for all the jobs in their process, and;
- use technology to eliminate all of the tasks that can be automated to multiply what can be accomplished in a work day.

Key Issues - Owner/Manager Perspective:

There are three drivers or causes for creating skill mastery:

- Job Fit – there are two factors when selecting an individual for a job, are they eligible (do they have the education, work experience, etc.) and are they suitable (their character and personality a fit for the position or group) – it is a measure of the job descriptions and the recruiting / selection process;
- Skills Development – there are two things to consider, first is the psychological contract (a set of expectations) between the individual and the organization where the person will take advantage of any opportunity to improve their skills, and a commitment by the organization to provide as much formal training as possible – it is a measure of training;
- Automation – this is nothing more than the effective use of technology, does the organization look for ways to use technology to not only remove mundane or dangerous tasks, but to find ways to enhance performance – it is a measure of technology.

Employee Perspective:

- Become competent for your position - identify the final gaps.
- Become indispensable by taking on the thankless jobs required to make the business work - what is left?
- Find opportunities to gain exposure for knowledge and skills beyond your position

What You Need to Do - The HOW

1. Develop people technically first - job of management is developing skill mastery
2. Continue to develop their business skills to make competence complete
3. Promotion is based on the ability to demonstrate new skills
4. Have clear standards and hold employees accountable for job performance

5. Formalize Training
 - a. Technical Skills - driven by technology and position descriptions;
 - b. Human Skills - driven by management requirements and teamwork;
 - c. Conceptual Skills - driven by ownership demands of strategic thinking and innovation.

Show D4.004 Sense of Accomplishment at the End of the Day

Introduction

Welcome to the “People Side of Business” Show with Angela Hooper-Menifield on IBGR - Results Radio Network. I am excited to welcome you to this weekly show where we focus our teachings and guidance on helping business owners grow their businesses, with the awareness that in order for our businesses to grow - regardless of its stage or its sector / industry - we MUST grow our people. Whether we hang our hat on the premise that people do business with those they ‘like, trust, and know’ or that ‘engaged employees are 17% more productive than their peers’ (QuantumWorkplace.com); I think we can agree that the “people side of business’ matters.

Objectives - The WHY

1. Why is a Sense of Accomplishment Important?
2. What types of things can help give us a Sense of Accomplishment?
3. What are some ways to feel more accomplished each day?
4. How can we build upon daily accomplishments and create a culture of accomplishment?

Key Issues

1. Lack of planning or structure

2. Failure to re-evaluate the day's activities
3. Focusing more upon or celebrating the wins vs learning from the 'learns' (losses or fails)

What You Need to Do - The HOW

1. Become intentional in the day's activities and create more consistency
2. Designate time each day to plan, assess and re-evaluate
3. Apply the SMART method to your goals (Specific, Measurable, Attainable, Realistic (Relevant) and Time-bound)

Show D4.005 Autonomy To-Do-The-Job Right First Time

Introduction

One of the greatest issues associated with employees can be the confusion as to what level of autonomy they have to perform their duties. Some of these issues can include:

- Are they failing to operate at the full extent provided to them?
- Do employees have sufficient autonomy?
- Can a business manager provide autonomy while still exercising the level of control and authority needed to run a business?

Objectives - The WHY

Today's show will speak to how as a business owner we can provide our employees with the proper level of autonomy to do the job right the first time as well as how the given employee can operate in the proper level of autonomy to complete their given tasks and responsibilities.

Key Issues

1. Business Owners take risks everyday and one of the greatest risks we often face is the possibility that someone we hired will not perform the job or task with the level of care, concern, professionalism and customer service we desire. Business owners also know that “the buck stops here” so it can be a challenge to relinquish control.
2. Employees have often felt the brunt of the leader when making a mistake or dropping the ball. As such, they often struggle with operating in their level of given autonomy.
3. Business leaders feel torn between wanting employees to exercise control and make decisions within their scope of authority while feeling as if their employees are disregarding their thinking and opinions.

What You Need to Do - The HOW

1. Educate those you lead and manage know the extent of their authority and how to operate within such
2. Equip your team with the tools and resources needed to make decisions and feel comfortable doing so
3. Empower other with the knowledge and awareness that ‘failing’ does not make them a failure and as such, they have freeness speech and a safe place to fail

Show D4.006 Effectively Work as a Team

Introduction

Welcome to Episode D4.006 in the People lane. Today we are going to discuss how to ‘Effectively Work as a Team’. My name is Boyd Hamlin and I’m hosting today from New Mexico. I’m a pastor, speaker, trainer and ACTiTUDE coach. It’s a term I created where Attitude meets Action that lead to lasting results. There is a lot to

working with a team effectively. So, let's talk about a few ways to do that today.

Objectives - The WHY

1. Awareness: You must know yourself to grow yourself & your team.
2. Authentic: If you fake it, you'll be found out. Be real as you deal with self & others
3. Accountable: Be accountable for who you are & what you do. It will be replicated
4. Attitude: 'Rotten attitudes can ruin a team'. 5 sub points on Attitude
 - Attitudes have the power to lift up or tear down a team.
 - An attitude compounds when exposed to others.
 - Bad attitudes compound faster than good ones.
 - Attitudes are subjective. So, identifying a wrong one can be difficult.
 - Rotten attitudes, left alone, ruin everything.
5. Action: Everything begins with our actions
6. Advancement: To advance the plan, compliment the man/woman.

Average is not acceptable, Awesome is attainable!

Awareness + Authenticity + Accountability + Attitude + Action = Advancement of team

Key Issues

Everyone needs to bring their A-Game in order to be an A-Team.

What You Need to Do - The HOW

1. **Awareness:** You have to know yourself to grow yourself. The same is true of your team members. Know your team to grow your team.
2. **Authentic:** If you are fake, you will be found out. You can con a con, but you can't kid a kid, or a teammate. A true leader doesn't lead by a position or a title. A true leader leads from who he is on the inside. Be as real as you can be in dealing with yourself & with others.
3. **Accountable:** Be accountable for what you do and for who you are. Accountability helps a person see their blind spots and avoid bad decisions/choices, and know what needs improvement in order to grow. You're the sum total of the 5 people you're around the most. Hopefully, the people you have around you are positive and headed towards better every day. Your inner circle really does determine your level of effectiveness and growth. If you aren't growing it might be because you are not being held accountable and/or responsible for things that will help you and your team in the long run. When accountability and responsibility are missing, chaos raises its ugly head.
4. **Attitude:** Your attitude inflates or deflates those around you. "Good attitudes among players do not guarantee a team's success, but bad attitudes guarantee its failure."
 - a. Attitudes have the power to lift up or tear down a team: The only equation in this case that works is Great Talent + Good Attitudes = Great Team.
 - b. An attitude compounds when exposed to others: "When a team member displays a strong work ethic and begins to have a positive impact, others imitate him." How true is that? People do what people see.
 - c. Bad attitudes compound faster than good ones:
 - d. Attitudes are subjective, so identifying a wrong one can be difficult: "People always project on the outside how they

feel on the inside.” Here are some things to look for - An inability to admit wrongdoing; Failing to forgive (unforgiveness among team members will surely hurt the team); Petty jealousy (Each of us is created uniquely and performs differently, and as a result, we should be treated as such); The Disease of ME is a big one! If we believe it’s all about us, it will be the death of us. It’s not ME, it’s WE; A Critical Spirit always points out what is wrong and never points out what is going right, which diminishes the value of the team; A desire to hog all the credit (Remember, all of our efforts made the win possible, not just yours).

- e. Rotten Attitudes, left alone, ruin everything: If a bad apple is left in the basket of good apples, sooner than later the good apples will turn bad. A leader of a team can’t let a bad attitude go unaddressed. “If you care about your team and you’re committed to helping all of the players, you can’t ignore a bad attitude. If you do, you will find out the hard way about the Law of the Bad Apple” (John Maxwell).

5. **Action:** Everything worth anything will require ACTION. Whatever needs to get don’t won’t if we just stand around wondering who is going to do it. Take initiative and DO IT. Think of ACTION as a scene for a movie being filmed. If the actors were really good, after one take everybody could go home. But, nobody is that good. After each take, the scene is reviewed, reflected upon, re-adjusted and everybody resets to film the exact same scene, only a little better the second, third and fourth time and so forth. We get re-do’s every day. Make it your goal to be a little better today than you were yesterday for yourself and your team.

6. **Advancement:** The process of developing and promoting a cause or plan. Always do what is necessary and helpful to develop and improve your team. Once momentum is created, you can keep moving forward.

Closing Thought: A team that is growing and bringing their A-Game every day to be a part of the A-Team is going places.

Show D4.007 Pride in having the Best Customers

Introduction

Having pride in our business can stem from various things, increased sales, making a difference in the life of others, filling a gap in the industry, or even overcoming many of the barriers that plague business owners. But one area that we can forget to have pride in is in having the best customers. Today's episode of "The People Side of Business" will focus on how we can feel pride in having the best customers.

Objectives - The WHY

- How to display and have pride in a positive manner that attracts others?
- How to go from just having 'customers' to having a higher quality of customers that bring a sense of pride?
- Ways to express pride for our customers that will also generate new quality customers and build up our customers pride in our business

Key Issues

1. Best customers bring brand association - "you must be good if..."
2. Use for sales - without excessive name dropping use them as social proof of the company's offer and abilities
3. Build morale using the idea that we are a leader or about to lead because the best customers choose us

What You Need to Do - The HOW

1. Determine what a quality customer represents for your business
2. Ensure branding, customer acquisition techniques, and strategies are included in both your business and strategic plan
3. Ensure you customers not only create a mechanism for your customers to create back to you and your business but also to effectively message their support and endorsement of your business.

Show D4.008 Special Effort Rewarded

Introduction

Everyone likes to get stuff! Things like an income, benefits and perks that come with the job. The items mentioned are a given. Employees should get those items without even asking when they are a part of your team. All the other 'stuff' we give people is a plus. So, why do we still have a team of folks who are disengaged, enraged, even? How do I get them to go the extra mile & not stop at the first mile marker? How do I have an extraordinary team doing extraordinary things regularly? Is it possible? In short, the answer is yes. Let's think of rewarding special effort beyond tangible items. Let's include rewarding our team with our time by looking at ways to keep them extraordinary from clock-in to clock-out.

Objectives - The WHY

In this show segment, we will walk away with a better idea of how to reward our team for special effort in fun & memorable ways. Let's dive in.

Key Issues

1. Does anyone appreciate me & what I do?
2. Do they see me? Value me? Or, am I just doing a job?

3. Do they want me here? Is the job I do valuable to this team's success?
4. How do I reward my team when they go the extra-mile?
5. How do we know that people need encouragement? They are breathing!

What You Need to Do - The HOW

Do you remember being 2 years old? Or, do you know of someone with a 2 year old? When you try to help them do something, what is the typical response? "I do it myself". Right? Then, when they have completed the task before them, they always bring a question to us – "Did I do good?" Did I do a good job, in reality, is not a 2 year old question. Rather, it is a human question that we never really grow out of. Getting affirmation from those we live with or work with has a tendency to bring validation to a person and says, 'you are valuable to me, this family or this business'.

- If you can lead volunteers well, you can lead a team well. When I was in student ministry, I had 200 youth leaders who volunteered their time & talent. It was fantastic coming up with ways to pour back into them & let them know they were appreciated & valued.
- The same was true for the staff's & team's I would lead & need later. I worked with a young lady on the church staff that told me that she left a high paying corporate job to be on this church staff. That intrigued me, so I asked for what reason. Her response was classic & stated what every person really wants. She said, 'I wanted to be on this staff because of the culture. They appreciate & value you in a way that doesn't compare to any other place I've worked. Not only did I want to learn how this staff created a culture where they received everyone's Special and Extra effort daily, I wanted to learn how I could

contribute but learn how to keep the momentum going. Apparently, working on this staff was a reward in and of itself.

Refresh your team:

However you decide to do it, recognize the special effort others give you. Even if the result is different than you expected, the effort & heart given to a project is worth recognizing.

Nurturing Notes: They don't take a lot of time to write, but they make all the difference in the world. Let's talk about 3 notes to draw extra out of ordinary.

- a. Polite note: I was thinking of you today. It says "I see you" & "you matter". An Example note: "Hey Joe, I was thinking of you today. You put a smile on my face every time I think of you! Have a great day!" SIGN YOUR NAME!
- b. Performance Note: Focuses on a recent accomplishment, or something you saw them do that needs to be pointed out. An Example note: "Hey, Betty! I saw you helping a co-worker today during your lunch break. You're a great asset to this team. Keep up the good work! Together Everyone Achieves More! SIGN YOUR NAME!"
- c. Potential/Possibility Note: Once you've made it obvious that you see what they are doing, now it's time to help them see what they can become beyond what they are currently doing. This note lets them know that you believe in them & helps them become more self-confident. This note can also let them know that you are in their corner to help them become the best they can be. An Example note: "Hey, Bob, you can do anything you set your mind to doing. You do what it takes every day to do a little better than yesterday's best! Thanks for always going the extra mile." SIGN YOUR NAME!

-If you dress up, select a day of the week that you will dress down. Have a Jeans day or a Themed day (country, sport, color of shirt).

-Get to know your team: Keep in mind that everything you do to reward & recognize special efforts on your team, your team will want to give you their very best. Suggestion: Have a show-n-tell day like we used to have in kindergarten. Have your team bring something to show-n-tell the rest of the team & why that item is special.

Affirmation your team:

When a person thinks highly of you, it's a good thing. When you get a person to think more highly of themselves, it's the best thing. John Maxwell is right when he says, "IF you express skepticism and doubt in their abilities, then they will repay you for your lack of confidence with mediocrity. On the other hand, if you show belief in people, they will go the extra mile to live up to your high hopes for them." Find me a person who doesn't struggle with self-esteem and self-doubt and I'll show you a person who isn't breathing. When we have faith in others – encourage them, empower them, make observations that lead to opportunities to better them, remain optimistic for them when life's difficulties overwhelm them, they will begin to have faith in themselves. When we believe in others we give them a reason to believe in themselves.

- a. Movie night: Pick a night or a day to show an inspirational movie for your team & thank them for the special efforts they have been giving you. Have the place set up with popcorn & soda available. It's a blast & they will walk away inspired.
- b. Forget the past: What happens in our past doesn't define our future. To show we have faith in someone, focus on where they are going, not where they have been. Focus on their potential and possibilities rather than mistakes &

misfortunes. What must you unsee so that you can help someone see that their best days are ahead of them?

c. BBQ: As Les Brown had said, 'You've got to be HUNGRY!' Plan a BBQ event & reward the special efforts given from your team. Talk about your belief in them. Point out each person at the BBQ & say something special recognizing them with something to memorialize the occasion. Nancy Dornan said, "When you believe in people, they do the impossible". Hey, invite their families & get to know them.

Boss lunch day:

Pick a day each week where you take a couple of employees to lunch. Thank them for the job they do & ask how you can lead them better. Sometimes, we miss things that we don't mean to.

Got your back day:

Select a day to give back to an employee. Whether that is providing child-care for a mom to give her a break, working extra hours for a person who has been over-achieving for you, or trading places with a team member for a day (do their job & let them do yours). However you decide to reward your teams special efforts, have fun doing it & create a culture where your people love coming to work. As Ken Blanchard says, 'take care of your employees & they will take care of your customers'.

Serve Others Day:

It's always a great idea to serve together. Those who serve together stay together. Select a local place where you can give back to the community you serve. Serving others motivates people to serve with you better. It could be doing a Habitat for Humanity project together, cleaning up a customer's yard, taking up a collection to give to a community need, painting a house for an elderly person,

the list goes on. How creative can you be in bringing affirmation and acceleration to your team?

Personal Examples:

1. Recognition of Birthdays & Anniversaries
2. Took a Teammate to a major league baseball game. Spent time with him.
3. Sent a dad & his son to the Daytona 500 for doing a great job leading a mission trip.
4. Arranged for a couple to have a free weekend at a local B&B, complete with massages.
5. Put a ribbon on it! Giving a car to a youth leader exhilarated her spirit.
6. What could you do to take your ordinary team & turn them Extraordinary?

Dream with your team & let your team better your dream:

-Make your place the best place to work in town. If a team member has to transfer away from you, make sure they can & want to take with them what they learned working for you. You want your vision to be attained, then, make your culture one that people love working in.

1. Have a dream meeting/retreat! It's not the best idea from the boss that wins. It's the best idea from the team that wins. Some of your best ideas may, in fact, come from others if you let them dream & take ownership of the company. When finished, bring back the ideas and implement them.

Close: Rewarding your team for special effort starts with letting them know you see them & value them. Get creative & customize your rewards to meet the needs of your team. Don't do what everyone else does, that's boring. Make your rewards unique & special only to

your team & they will give you more than effort – they will give you special effort every time!

Show D4.009 Rewarded for Helping Others Perform

Introduction

Altruism is a fascinating way of engaging with people in our everyday interactions. To be rewarded for helping others, is taboo for many, yet demanded for self growth as a human need, want and desire for anyone in a relationship, social or business environment.

What is the point many ask? Simple.. An amazing saying comes to mind with this.

One of the most basic human desires is to have love and appreciation expressed to us. A stunning catch **phrase** when it comes to recognition that I have heard many motivational speakers use is: “Recognition, **babies cry** for it, **grown men die** for it.”

Objectives - The WHY

To encourage, engage and excite people, is to honour them for their actions and challenge their beliefs in themselves. John Maxwell says that Great Leaders build leaders.

Compassion is the key to helping people upgrade their thinking, their lives, their lifestyles and ability to reward themselves through positive upliftment.

So how would helping others boost our business, networks, client base, products and services? Easily understood from my point of view if we look at African Principles of engagement.

Key Issues - Owner Perspective

1. Organizational Value Of Reciprocity - Helping Others,
 - a. Builds cohesive teams
 - b. Meaningful relationship building with clients who know you have their best at heart.
 - c. Supportive interdepartmental and organisational focus
2. Informal Recognition Programs To Reinforce Helping,
 - a. Emails, whatsapp, social media, online appreciation
 - b. In-house acknowledgement programs run by HR and Management together
3. Formal Reward Programs For Helping
 - a. Incentive based Rewards, trips, cash, vouchers, physical gifts
 - b. Formal dinner/lunch in honour of the person who excels
 - c. Articles published highlighting the results of the person who has achieved
 - d. Create success stories and Courageous Conversations to stimulate sharing of knowledge
 - e. Awards that are created by the people for the people.
Makes buy in- that much sweeter

What You Need to Know - The WHAT

Any business, no matter what stage you are at, always strives for success in different ways. From healthy lifestyles, improved sales, Legacy building, increased productivity, welcoming work environments, loyal team members, engaged clients and profit as the main imperative.

What is the impact on your health, wellbeing, ability to live a life of intention, impact lives and create significance?

So where exactly does knowledge sharing and resources actually play a role within your environment?

You retain and develop talent. You have access to a Core team that YOU have developed who are in line with your own Values and you KNOW what type of person you can depend on.

Dependability on your team, is the greatest way to guarantee the success of your business.

What You Need to Do - The HOW

Use the 3 R concept. Recognise, Reward, Respect.

Recognise the efforts that people make to accomplish what they have do, to the best of their ability. If they fail or battle to complete anything successfully, then we need to understand, empathise and use that as an opportunity to guide and support them by asking questions. Questions meant to intentionally add value and be that person they can depend on.

Reward through words of confirmation, encouragement and visual awards. The greatest reward you will have, is having a team you can always depend on. Clients who will seek you first as the preferred supplier and family who feel "Seen".

Respect the journey of every person as the individual that they are. Know what their vision is, how they wish to grow and where they see themselves.

Show D4.010 Compensation is Fair

Introduction

When business owners begin to compete for the best talent for their business, they have to approach salary and compensation with considerations that include being both prudent and competitive. This thinking must not only be comparable with competitors in their industry but also align within the organization. Today's show will discuss how business owners can create compensation for their teams and organizations in a manner that is fair and equitable both inside and outside the organization.

Objectives - The WHY

1. How to Define Your Organizational Pay Strategy
2. Evaluating the various pay strategies (Lag, Match or Lead)
3. Understanding the various types of internal compensation

Key Issues

- develop pay bands - based on the local market what is the minimum, average, and maximum paid for the position
- evaluate where in the band each employee falls
- develop a plan to bring everyone to comparative levels - slightly below average
- determine how much of each salary/wage you want to make variable
- develop a pay4performance plan

What You Need to Do - The HOW

1. Communicate your Pay Strategy and Ensure Compensation is in Harmony with Strategy
2. Determine where on the spectrum the compensation will reside
3. Utilize effective communication mediums to communicate the strategy and gain buy-in

Show D4.011 The Reward for Competence is Delegation

Introduction

One of the hardest or most difficult things we find for business owners to adjust to is the art of delegation. Business owners typically know how to do most things associated with the business and can do it the best (or at least we think we can). Today's show will speak into how we, as business owners, can utilize the competence displayed and demonstrated within our teams to begin to entrust and delegate appropriately.

Objectives - The WHY

1. Gain an understanding of recognizing competence
2. Implementing 'degrees of delegation'
3. Understand how delegation is a method of reward

Key Issues

- delegation with current position - allow for autonomy,
- delegate next level tasks as a reward and training for promotion,
- shift jobs - make them boss for a day

What You Need to Do - The HOW

1. Effectively utilize performance metrics to gauge competence
2. Reward competence with increased delegation
3. Remember to avoid turning delegation into a punishment (employees no longer view competence as a win)

Chapter 5 OWNER

Show E4.002 Sell Soon OR Reinvent - Plan for Hockey Stick Growth

Introduction

New week, same perspective with greater conviction.

After being attentive to the weekend news about the continued arbitrary government response to COVID19, there is only one course for the business owner - ignore their word salad of concern and work around it.

Being passive and waiting for the right decision will put you out of business. There are only two 'people' who have that right - you and the customer.

IBGR is committed to your success and our programming is for legal aggression (OK, I'll make it nicer - assertiveness) to open, stay open, and be profitable.

Unlike the rest of society - we have your back.

Listen>Apply>Engage

Objectives - The WHY

In front of you is the greatest test so far in the businesses history. Given everything you have learned and all of the capacity built into the organization, now is the time to make everything payoff.

Your goal is simple, grow the company to its full potential (as it is currently configured) without putting it out of business. If you manage the accelerated growth to prevent destruction of cash flow,

at the end of the tunnel you will have a business that is very profitable.

BTW - we posted a downloadable file on Selling Your Business incase that is your end game. Everything you need to do in preparation should have happened in Stage III and your stewardship of Stage IV.

Key Issues - Owners Perspective

1. How to grow the company fast to its full potential without putting it out of business.

What You Need to Know - The WHAT

As we prepared for this show, and everything this Friday, it was comforting to realize we covered most of the information over Seasons 1 and 2. That means today is pulling it together - a great example of what working ON the business means.

- [EPISODE B4.001 OVERVIEW OF OPERATIONS IN STAGE IV BUSINESSES](#)
- [EPISODE C4.001 OVERVIEW OF SALES FOR STAGE IV BUSINESSES](#)
- [EPISODE D4.001 OVERVIEW OF PEOPLE FOR STAGE IV BUSINESSES](#)
- [EPISODE E4.001 FAST GROWTH FAILURE POINTS](#)
- [EPISODE B.029 BENCHMARK ANALYTICS](#)

What You Need to Do - The HOW

Everything that needed building as completed in the last stage, Stage IV is an issue of staying on top of what is happening and the role of the Owner is simple: grow it fast to its full potential without putting it out of business.

It is all about measurement and your focus:

1. Scheduling Measured and Managed
2. Efficiency Measured and Managed

3. Waste Measured and Managed
4. Forecast Monthly Cash Demands
5. Create Monthly Cash Flow Plan & Budget
6. Personal Focus on Accounts Payable, Accounts Receivable, Credit Terms.
7. Daily Huddles on Marketing, Sales, Operations, and Cash Flow
8. Priority Order: Cash Flow, Sales, Production, Marketing

Show E4.003 Finalize Management and Expert Hires

Introduction

Here we are in the last week of July and the first month of the 3rd Quarter is ending - how much closer are you to success?

If you have been with us all month, you know we have been railing against the politicians and bureaucrats for acting arbitrarily in response to the pandemic; and any illusion they are making data-based decisions should have been dispelled by now. This is not about a specific political party or group, it is about the arbitrary use of power at the expense of the most important global community - you.

People like us, *Living the Life*, employ 57% of the planet's population and yet are treated as the source of its problems. Not here, we celebrate the contribution you make to a better society and our focus is to improve your chances of success.

This week we continue the new programming structure. We use a Balanced Scorecard to format our weekday shows: Finance (Monday) = Operations (Tuesday) + Sales (Customers) + People (Employees) with Fridays dedicated to Owners. Look at the week this way - Monday through Thursday is working IN the Present, Friday is working ON the Future.

Also, we just built a new community, our version of a Chamber of Commerce. [Join Up](#) and gain access to our Hosts and access our library of best practices.

Have a great business week.

Listen>Apply>Engage

Objectives - The WHY

This is a little crystal ball and musical chairs. Your role as the Owner is to anticipate, based on past performance, who is going to fold when the growth spurt starts and the pressure is on. You don't need to replace them now unless their failure is a certainty. If your prediction is right, you need to have the replacement in the wings and ready to move in. You won't have time during the growth spurt to put much brain power on the topic.

Key Issues - Owner Perspective:

1. Anticipate problem positions.
2. Create a future organizational chart.
3. Determine future talent missing.
4. Replacement or hiring schedule.

What You Need to Know - The WHAT

- Top Grade Current Supervisory and Management Levels - identify the Bottom 10%;
- Is it a Job Fit problem or are they wrong people for the organization - can you move them to a better position;
- Do you have the time and budget to pursue a replacement;
- What positions does this open and what are the Eligibility & Suitability Requirements for each;

- If you achieve Hockey Stick Growth and get the company to its full potential - what expertise or management is missing.

What You Need to Do - The HOW

1. On the existing or "AS IS" organizational chart, indicate which current positions are considered risks during the upcoming period of rapid growth?
2. Create a "TO BE" organizational chart for when you reach full potential.
3. Determine who(m) in the company you will promote into the new positions.
4. Determine who(m) you will promote to replace them.
5. Which current positions have the wrong people?
6. Given the new organizational chart and your promotions, what expertise or management experience are you missing?
7. When during the Growth Stage IV should you bring them on?

Show E4.005 Upgrade Vendors/Suppliers and Relationships

Introduction

Good day and hope you are looking forward to a productive week. This week we are announcing our new community - The Community of Commerce for all insiders. Everyone who has [JOINED US](#) and become an inside we are moving off of the weebly web platform to a community site on Tribe.

This will provide an opportunity to share information, ask questions, and gain support for starting, growing, or exiting your business.

It is our version of the Chamber of Commerce - what it could have been instead of what it has become. This community has one goal - your success as a business owner to build generational wealth for

your family. That growth will create more and better jobs in your local community.

It is a stand alone (outside the control of the arbitrary large providers) platform that provides entrepreneurs and business owners a space for the free and open exchange of ideas.

As a member of IBGR's Community of Commerce you can:

1. Follow other users including the OnAir Talent and Executive Team at the station.
2. Ask and answer questions about starting, growing, and exiting the business from our OnAir team and each other.
3. Follow any member of the Community to stay abreast of their latest business insights as well as building your own following.
4. Start discussions to stimulate input from other members of the Community.
5. Create and vote in Community polls.
6. Post and comment on posts and blogs.
7. Access and share content entrepreneurs and business owners can use.

We built this beyond the reach of the 'masters of the universe' so you can speak your mind.

On a closing note, if you want to know what drives everything we do - checkout this article: from Australia ([click here](#)).

And that is just restaurants - what about everybody else?
Have a great business week.

Listen>Apply>Engage

Objectives - The WHY

Every business is the same and every business owner wants to be successful. With that in mind, how can you create strategic partnerships with your vendors and suppliers to create as many win-win relationships while protecting your cash flow? Cash is King in your business right now and your main role as the business owner is to look for ways to keep it flowing. Your business depends on it.

Key Issues - Owner Perspective:

1. Improve management of cash
2. Cleanup late accounts
3. Renegotiate better terms for quick pay
4. Renegotiate better terms for late pay
5. Negotiate use of vendor space to store inventory

What You Need to Know - The WHAT

Every decision you make right now needs to focus on getting the best deal possible. Ways to do that is by negotiating better quick pay, longer terms (one week can make all the difference) and looking for ways to find “lost” revenue by revisiting late accounts and improving your cash management. Your numbers on paper are not necessarily an accurate reflection of your cash flow. Applying lean principles and frugal cash management could mean the difference between saying goodbye to your business or growing to the next phase.

[EPISODE B.015 LEAN IT UP NOW!](#)

[EPISODE B.001 PRINCIPLES OF LEAN THINKING](#)

[EPISODE B.005 THE DISCIPLINE OF LEAN](#)

[EPISODE B.004 MUDA OR WASTE](#)

What You Need to Do - The HOW

1. Know your numbers in every area of your business. You can't monitor what you don't know. Put your CFO to work if you have

one. If not, consider hiring a fractional CFO to get your numbers straight so you have an accurate picture of your company's profitability.

2. What accounts do you have that are still outstanding? Focus attention on collecting past due accounts and mine the cash that is owed to you.
3. Apply Lean principles to all areas of your company. What cuts can be made in costs of materials and/or production in order to free up much needed cash flow?
4. Create strategic partnerships with key players in your vendor and supply chain. Who is willing to offer the best deals like longer repayment terms, better prices for fast payment or storage of inventory until it is needed?
5. If you take out commercial credit, look for ways to pay early vs. paying on time in order to improve your credit score.
6. "A bird in hand is worth two in the bush." Understand the time value of money. Present value is the concept that states an amount of money today is worth more than that same amount in the future. What can you collect on TODAY? What can you keep TODAY? One week can make all the difference when it comes time to dole out payroll.

Show E4.006 Start Management By Meeting

Introduction

Hope everyone is looking forward to a great week. We have a few announcements to make about growth of the IBGR Network.

First, we are doubling the number of new and returning visitors to the site. July was twice June's numbers and we beat July's numbers over the weekend.

Second, with the addition of Gambia on Sunday, IBGR is now heard by entrepreneurs in 100 countries. That is 51% of all the countries on the planet.

Third, we have declared war on Covid19. That is not on the disease itself, just a worse variant of the flu. Our declaration is aimed at those politicians and bureaucrats that are making arbitrary, non-science based decisions on economic activity. People with no skin in the game, collecting checks from our taxes are deciding which business lives or dies. If you do your own research, a stark reality will become apparent - what is happening in your country is not based on science - it is based on power and control.

Check these articles out as reference points:

- [Sweden Hits COVID-19 "Triple Whammy": No Lockdowns, Low Deaths & Minimal Economic Damage](#)
- [Lockdown Restrictions Are A Test To See How Much Tyranny Americans Will Accept](#)
- [THE TRUTH ABOUT COVID19 - DON'T LET THE BUREAUCRATS AND POLITICIANS GIVE YOU A LINE OF BULL.](#)

Put all of this together and we are your advocates against the forces of statism and command economies. We understand entrepreneurs are a different breed that don't live by the leave of others - why? Because everyone at and associated with the station are entrepreneurs. We are building a network of ideas, insights, and tools that will help you navigate the pandemic and beyond.

JOIN our community and Let's Grow Together!

Have a great business week.

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Objectives - The WHY

Meetingitis is a real thing. So is death by meetings. As the business owner, you must determine what warrants a meeting, how to hold effective meetings and how to model a system wide meeting plan that is mandated and followed at every level of your organization. This is called Meeting by Objective or MBO.

When done right, there will be a waterfall effect that flows from the top down and a rollup effect that ensures pertinent and key information is disseminated back up the chain. All meetings should address one of three goals: Alignment, Calibration or Improvement. Anything else could probably be taken care of in an email.

Key Issues - Owner Perspective:

1. The few, the most critical
2. System wide plan - mandated at every level
3. At the beginning - alignment
4. Work in progress - calibration
5. At the end - improvements [ACI]

What You Need to Know - The WHAT

Often, leaders in any organization turn into “the boy who cried wolf.” Something comes up and a decision needs to be made so the immediate thought is to hold a meeting. This is not the most effective strategy. Meetings call personnel away from their task lists and are momentum killers. Having said that, there are three strategic reasons to hold a meeting with key players.

The first happens at the beginning of a new project or workflow. Hold an Alignment meeting to ensure everyone is briefed and understands their role and success measures. The second is to hold calibration meetings. You want to bring teams together to check on

progress, identify pitfalls and make course adjustments if needed. Finally, once the project is complete, hold an after action review to identify both strengths and weaknesses. Keep it positive by focusing on what could be done better the next time.

What You Need to Do - The HOW

1. Identify areas in your business that actually warrant a meeting and the key players that must be involved.
2. Develop a system wide meeting structure and plan (how often and why) that is mandated at every level. Be sure to include the three types of meetings: Alignment, Calibration and Improvement
3. Institute measures to ensure compliance and information dissemination top down and bottom up.

Show E4.007 Shift to 50/50 working ON vs IN the Business

Introduction

Good day and hope you are looking forward to a productive week. This week we are announcing our new community - The Community of Commerce for all insiders. Everyone who has [JOINED US](#) and become an inside we are moving off of the weebly web platform to a community site on Tribe.

This will provide an opportunity to share information, ask questions, and gain support for starting, growing, or exiting your business.

It is our version of the Chamber of Commerce - what it could have been instead of what it has become. This community has one goal - your success as a business owner to build generational wealth for your family. That growth will create more and better jobs in your local community.

It is a stand alone (outside the control of the arbitrary large providers) platform that provides entrepreneurs and business owners a space for the free and open exchange of ideas.

As a member of IBGR's Community of Commerce you can:

1. Follow other users including the OnAir Talent and Executive Team at the station.
2. Ask and answer questions about starting, growing, and exiting the business from our OnAir team and each other.
3. Follow any member of the Community to stay abreast of their latest business insights as well as building your own following.
4. Start discussions to stimulate input from other members of the Community.
5. Create and vote in Community polls.
6. Post and comment on posts and blogs.
7. Access and share content entrepreneurs and business owners can use.

We built this beyond the reach of the 'masters of the universe' so you can speak your mind.

Have a great business week.

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Objectives - The WHY

Every business has its own set of “necessary evils.” The things we know must be done but don’t actually enjoy doing so we put them off. Tracking our time tends to be one of those things.

You are getting close to needing to make a strategic business decision where you will either sell your business or reinvent it in the next stages of growth. It’s time to begin tracking how much time

you are working IN your business and begin adding more time working ON it. Your goal is to get to 50/50.

It is time to position yourself to best serve your business and begin separating yourself emotionally from the way things have always been. When you do this, you are also allowing room for your business to grow instead of killing it with love. Your business, in this stage, is like a teenager. It's time to prepare it to have a life of its own.

Key Issues - Owner Perspective:

1. Track - if you haven't - time spent working ON vs IN, get a metric
2. Review your "ems - executive management system" and label each activity over the last month - choose a period - ON or IN
3. Delegate every IN task that can be delegated immediately
4. For the items that cannot be delegated immediately - what is your 30 day plan?
5. What working ON tasks are now possible given the open time

What You Need to Know - The WHAT

Now more than ever it's important for you to track your time. Your business is, or will be growing at a pace that you haven't seen before. If you aren't intentional and disciplined to own our time, you will end up being a slave to the beast of a business you created. Determine what metric(s) will be most beneficial to track in all areas of your company and prioritize what only you can do and what others are equipped to handle.

Delegate everything that is not essential for you to do and continue to monitor progress. Your goal is to shift your time bank so that you are working 50/50 in and on the business. Up until this point, your time has been spent more working in the business than on it. A shift in focus and priorities is necessary for the health of your organization.

What You Need to Do - The HOW

1. Determine what metrics need to be tracked: Actual vs. planned; sequence vs. planned; actual time spent where; how much time spent doing tasks in your PD vs. doing other people's jobs
2. Get a good visual representation of your time actually spent working ON and IN the business. Use your executive management system (Google Calendar, Paper system, <https://zapier.com/blog/best-time-tracking-apps/>)
3. Get really good at delegating tasks. <https://www.thriveyard.com/23-tips-on-how-to-delegate-work-effectively/>
4. Plan and schedule all tasks that only you can/should do and add it to your calendar.
5. What new "working ON" opportunities do you have time for now that you have more room on your calendar and a focus to increase your productivity working ON the business? Think strategically and measure effectiveness against your PD and long term goals

Show E4.008 Recognition and Rewards Programs

Introduction

Good day and hope you are looking forward to a productive week. This week we are announcing our new community - The Community of Commerce for all insiders. Everyone who has **JOINED US** and become an inside we are moving off of the weebly web platform to a community site on Tribe.

This will provide an opportunity to share information, ask questions, and gain support for starting, growing, or exiting your business.

It is our version of the Chamber of Commerce - what it could have been instead of what it has become. This community has one goal -

your success as a business owner to build generational wealth for your family. That growth will create more and better jobs in your local community.

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7. Access and share content entrepreneurs and business owners can use.

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Have a great business week.

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Objectives - The WHY

According to a 2017 Gallup poll, 65 percent of surveyed employees reported that they received no recognition over the last 12 months for their work. In the same report, 89 percent of employers feel that most employees leave their companies to earn more money. But,

most workers who leave their jobs cite lack of employee recognition as a major concern.

Meaningful reward and recognition programs are a necessary part of building a strong, healthy organization. Good pay and benefits are not enough to retain your best talent in the workplace. Employees also want to be treated fairly, to make a substantial contribution to the organization through their work, and to be valued and appreciated for their efforts.

Key Issues - Owner Perspective:

1. Creation and participation of informal recognition - attending local huddles or meetings,
2. Information on people to recognize as part of daily tours of the workspace,
3. Creation and participation in formal rewards - at company events,
4. Yearly awards ceremony for top/best performers.

What You Need to Know - The WHAT

Employees need both rewards and recognition to feel fully satisfied with their job. What's the difference between the two? In a nutshell, Rewards are transactional and tied to goals and accomplishments and recognition is relational and can happen frequently and is inexpensive. There's no budget needed to write an email celebrating the great work an employee is doing.

Caution: be careful to not create a culture at your company where employees feel entitled to rewards. The rewards should be reserved for excellent work and achievements.

The most common programs are those that recognize:

- Length of service, generally in five-year increments.

- Exemplary one-time achievement, often with an on-the-spot cash award or additional paid time off.
- Noteworthy performance over a period of time, often for employees who add quality to the work process or product or who provide superior customer or client service.

[EPISODE D4.008 REWARDED FOR SPECIAL EFFORT](#)

What You Need to Do - The HOW

1. Give careful consideration to both formal and informal recognition programs. Formal rewards are run from the top while informal recognition programs should be run at the lowest level possible.
2. Design and implement a clear, written policy and guidelines describing your company recognition program and its terms or hire someone to design it for you.
3. For formal recognition programs, allocate resources to make it significant
4. Be sure to include an informal recognition program that runs at the lowest possible level
5. Attend recognition events to ensure they happen and model buy-in from the top down.

Resources

<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/employeerecognitionprograms.aspx>

Show E4.009 Sales vs Capacity vs Cash Flow Issues - Working Capital

Introduction

As of Monday morning we had Mozambique join the audience making it our 117th country, not bad for just our Second Season on

the air. We currently have entrepreneurs and owners in 60% of the global business community tuning in daily - thank you and we are just getting started!

We have three more weeks of shows left - 009 through 012 before Season 3 starts and everyone is excited about our hard launch on October 5th from the Kilo Market (Australia, New Zealand, Singapore, Philippines, Taiwan, Hong Kong, and surrounding areas).

There are several ways you can interact with the station and our OnAir Hosts:

- **Pulsating ?** on every page. It is a direct link to the Host and they will respond to your question during the show;
- Hit us up on **social media** - Facebook, Instagram, LinkedIn, and Twitter. Our handle is ibgrnetwork;
- JOIN our Community of Commerce and become an insider with direct access to our Hosts and support materials discussed on the show.

JOIN our Community and Let's Grow Together!

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Objectives - The WHY

There are three stages in a business's growth cycle covered on IBGR where the business could die. Life or death stages of a business covered at IBGR are Stage II, Stage IV and Stage VI. Failure in Stage II and Stage IV are both dependent on cash flow (Stage VI fails because of bad decisions - a topic for another show). It will either grow the company or kill it. You have already navigated the first cash flow crisis when you validated your business and began generating

consistent revenue in Stage III. It's imperative that you begin to focus on cash flow again in Stage IV.

Today's show will give you the areas you need to monitor closely and frequently in order to keep your business on a growth trajectory. Failure to do so will be the failure of your business. There is no other way around it. How you accomplish this is by having an understanding of the relationship between sales, production and cash flow - and it's not what you think!

Key Issues - Owner Perspective:

1. Building the forecasting muscle - a core competence
2. Focusing on performance to plan - a core competence
3. Understanding the relationship between sales, production, and cash flow

What You Need to Know - The WHAT

Stage IV Failure Points: Destruction of working capital: unbalanced mix of new sales vs. production while servicing existing accounts. Insufficient infrastructure: over promise and under deliver caused by the failure to build capacity in Stage III.

[EPISODE A4.008 MONITORING CAPACITY VS SALES VS WORKING CAPITAL](#)

What You Need to Do - The HOW

1. Learn how to read the metrics: Sales Forecast, Production Forecast, Cash Flow Forecast
2. Generate the metrics. Use the help of your accountant or CFO if needed. Start with expenses then forecast revenue. Create a conservative and aggressive forecast.
3. Create your forecast in sales, production and cash flow. Find a "realistic medium" of your aggressive and conservative forecast numbers. You want to get this as close to real-time as possible.

4. Implement a performance plan in accordance with your forecast. Everyone in the company has to be on board.
5. Monitor the performance plan often and make corrects as needed (ie. slow down sales to allow production to catch up.)
6. Know, understand and keep an optimal flow between sales, production and cash flow. Cash flow is critical - slow down sales and/or production accordingly.

Show E4.010 Customer Forums for Input and Cementing Relationships

Introduction

We are now in 120 countries world-wide and part of our listener base, all within our first 2 seasons or 5 months of broadcasting.

Entrepreneurs and owners in 62% of the global business community are tuning in daily - thank you.

There are three more weeks of shows left - 010 through 012 before Season 3 starts and everyone is excited about our hard launch on October 5th from the Kilo Market (Australia, New Zealand, Singapore, Philippines, Taiwan, Hong Kong, and surrounding areas).

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Objectives - The WHY

What we are doing with this “customer forum” idea is to take a mastermind approach where the owner is creating a group of customers that meet on a frequent basis and discuss business issues. They share their issues and provide help to each other to improve the respective businesses. In this setting the owner solicits from their customers to improve the business - products, services, or the experience. It is 1 of 6 methods of collecting customer information to run a customer intimate business.

This move will put you at a totally different level than the competition. There are very few, very few small businesses that employ this large business technique. If you are going to get the most out of this stage of business growth, you need strategic partnerships - remember nothing on spec - speculation.

Key Issues - Owner Perspective:

1. Deepen relationships with key accounts and suppliers.
2. Gain business and technical insights from new perspectives.
3. Bring customers together and inside your business.
4. Find partners for your mastermind group.

What You Need to Know - The WHAT

Napoleon Hill first coined the term “Mastermind” in his book Think and Grow Rich. In the book he defines a mastermind as, “Coordination of knowledge and effort, in a spirit of harmony, between two or more people, for the attainment of a definite purpose.” Hill goes on to say, “No two minds ever come together without, thereby, creating a third, invisible, intangible force which may be likened to a third mind.”

When you take the time to organize your top customers, create goals and objectives, give them a reason to want to participate and gather their input and cement your relationships, you will be able to gain business and technical insights from new perspectives while bringing customers together and inside your business. These customers will become brand ambassadors for your business and willingly want to contribute to your growth and success.

What You Need to Do - The HOW

1. Define the Goals and Objectives for the Customer Forum; ensure there is sufficient WIIFM to make it attractive.
2. Create a profile of the best customers whose experience and expertise fit the Forum; technical knowledge, industry, future growth, personality, brand loyalty, etc
3. Focus on the willing, allow doubters to self-select out
4. Create a structure, frequency, and agenda for meetings; ensure it is fast, enjoyable, and informative.
5. Create a frequent but unobtrusive communications vehicle to keep everyone in the game.
6. Formally present your ideas for input; focus on strategic issues like new products and services or implementing a new process. Keep the focus “big picture.” Leave the details for 1:1 meetings.
7. Schedule 1:1 meetings as appropriate to gain further insights and potential partnerships.
8. Send Thank You Notes to all participants.

Resources

- [EPISODE C5.006 CREATE CUSTOMER FORUMS FOR STRATEGIC INPUT](#)

Show E4.011 Valuation By Biz Broker

Introduction

We are now in 125 countries world-wide and part of our listener base, all within our first 2 seasons or 5 months of broadcasting.

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[JOIN our Community](#) and Let's Grow Together!

Objectives - The WHY

You would think the timing is off for this show. I mean if we are talking about not selling the business until Stage V, why are we discussing it now? Great question with an awesome answer. 80% of all business owners are unhappy with the valuation at time of sale.

Why? Because they are too close to it, too emotionally involved and didn't make the right growth decisions. Let's change that narrative.

Key Issues - Owner Perspective:

1. What is the business currently worth
2. How was the final valuation determined
3. As we grow, where should the company reinvest to improve valuation.

What You Need to Know - The WHAT

- Balance Sheet: A statement of the net worth of the physical or tangible assets of a business. It shows the value you will likely receive should you liquidate rather than sell the business.
- Going Concern Value: The combined value of all physical assets of a business, as reflected on the balance sheet. Added to GCV is business worth as an ongoing entity, based on its recent past performance for attracting and retaining customers, and the subsequent financial success.
- Goodwill: The difference between the liquidation value and the going concern value of a business. It reflects the amount a buyer will pay for the intangible assets of your business. This includes your business name and reputation, clientele, operations and systems, and marketplace advantage.
- Liquidation: Ending a business by selling its physical or tangible assets to pay off creditors. The remaining proceeds are distributed to the owner(s), and with no compensation received for the value of intangible assets such as business goodwill.

What You Need to Do - The HOW

Specific elements of a Business Valuation Process:

Sales and Profit History

- Revenue and Profit performance over the last 3 years

Financial Condition

- Assets relationship to liabilities – are assets greater than liabilities or assets less than liabilities?
- Do you cover costs and expenses from just sales revenue?

Products/Service

- What are your Products/Services market position and amount of market share?
- Are your Products/Services proprietary or generic, easy or hard to copy?
- Are your processes for producing Products or delivering Services scalable, is it under control or requires the owner to operate?
- Are processes under control and SOP's (Standard Operating Procedures) developed?

Impact of Location

- What is your sales reach - Local, Regional, National?
- Are your sales locations growing or contracting?
- Are your Locations sought after destinations or do you have to create traffic?
- Is there anything happening in your sales Locations that creates a serious threat

Facilities/Equipment

- When was the latest upgrade (what is being depreciated?) to your core technology or products/services?
- If you are leasing major facilities and equipment – are the leases transferable?

Staffing

- The number of employees with close customer relationships besides the owner?
- Are Employees under an employment contract or at will; can they leave without a confidentiality constraint and non-compete requirement?
- Is there a Manual/SOP for Employees including Employment Practices?

Clients

- What is the average lifetime of clients? Average lifetime value of clients?
- How many current clients do you have and what is their% of revenue?
- Do you have a CRM to manage marketing and sales?
- What is the core of sales success – your P/S offer or the sales relationship?

Brand/Reputation

- How much of your target market has been penetrated and what is your share?
- What Trademarks, Service Marks, Patents do you own?
- How professional is your Online presence; does it fit your brand?
- What are the results from the last 3 years of marketing campaigns?

EPILOG

These show notes represent over 190 hours of Stage I programming delivered on the IBGR Network between July 13 and October 2, 2020. We have made every attempt to clean up the Show Notes for grammar, spelling, links, etc. However, it is a product of live broadcasting to provide guidance to our listeners and OnAir Talent.

Want to Start, Grow, or Exit a business - Be here or Nowhere - the IBGR Network.

Radio Station Call Sign: IBGR (International Business Growth Radio)

Tagline: "Profit Radio...Grow With Us"

Motto: *Download > Listen > Engage*

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www.IBGR.Network

Format: Small Business Growth
(under 500 employees)

Founded: January 1, 2020

Broadcast Anniversary: March 23, 2020

Station Ownership: GrowthWorx

Broadcast Hours: 24 hours, 7 days a week. The Broadcast Day starts at 8:00am Sydney, Australia and ends at 6:00pm New York, United States.

Website: www.IBGR.Network

Broadcast Studio: 4301 West Hundred Road, Suite E, Chester, Virginia 23831

Business Centres: Sydney Australia, Mumbai India, London United Kingdom, Richmond United States,

Office Phone: 866.463.4247

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You Tube: [ibgrnetwork](https://www.youtube.com/ibgrnetwork)

Station Director: [William Eastman](#)

Program Manager: [William Eastman](#)

Operations Manager: [William Eastman](#)

Marketing, Sales, & Service Manager: [Donna Kunde](#)