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3 “mission critical” strategies to drive competitiveness and profit

Putting the pieces together to help Marlborough businesses excel



Three
“Mission
Critical”
Strategies

Starting point

This seminar looks at 3 “MISSION CRITICAL” things that you can do, based on extensive research, to improve productivity and competitiveness.

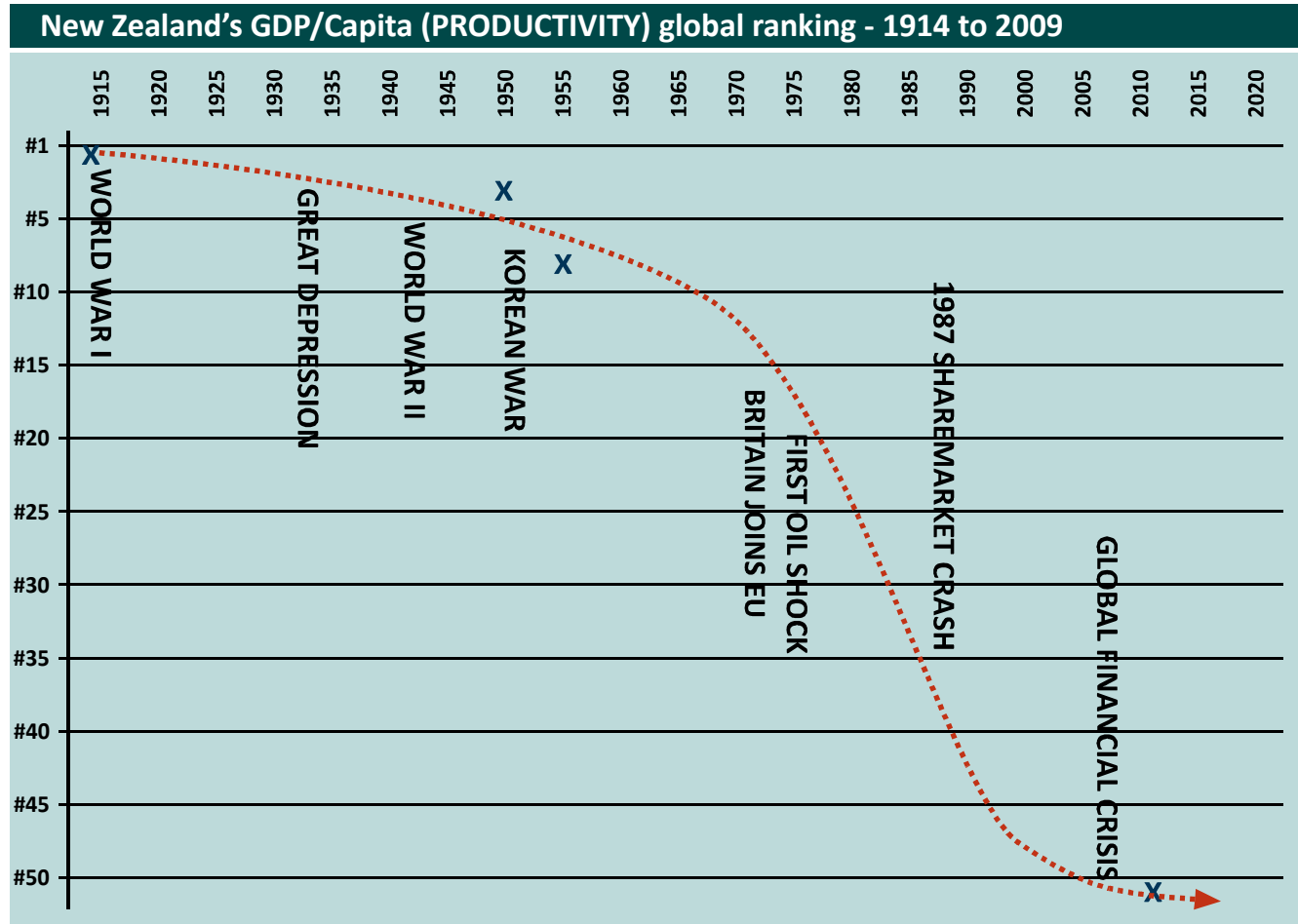
“Mission Critical” = critical to the organisation's mission which is taken to be optimising the return on investment of money and time given the constraints under which the business operates.

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GDP/Capita & business productivity

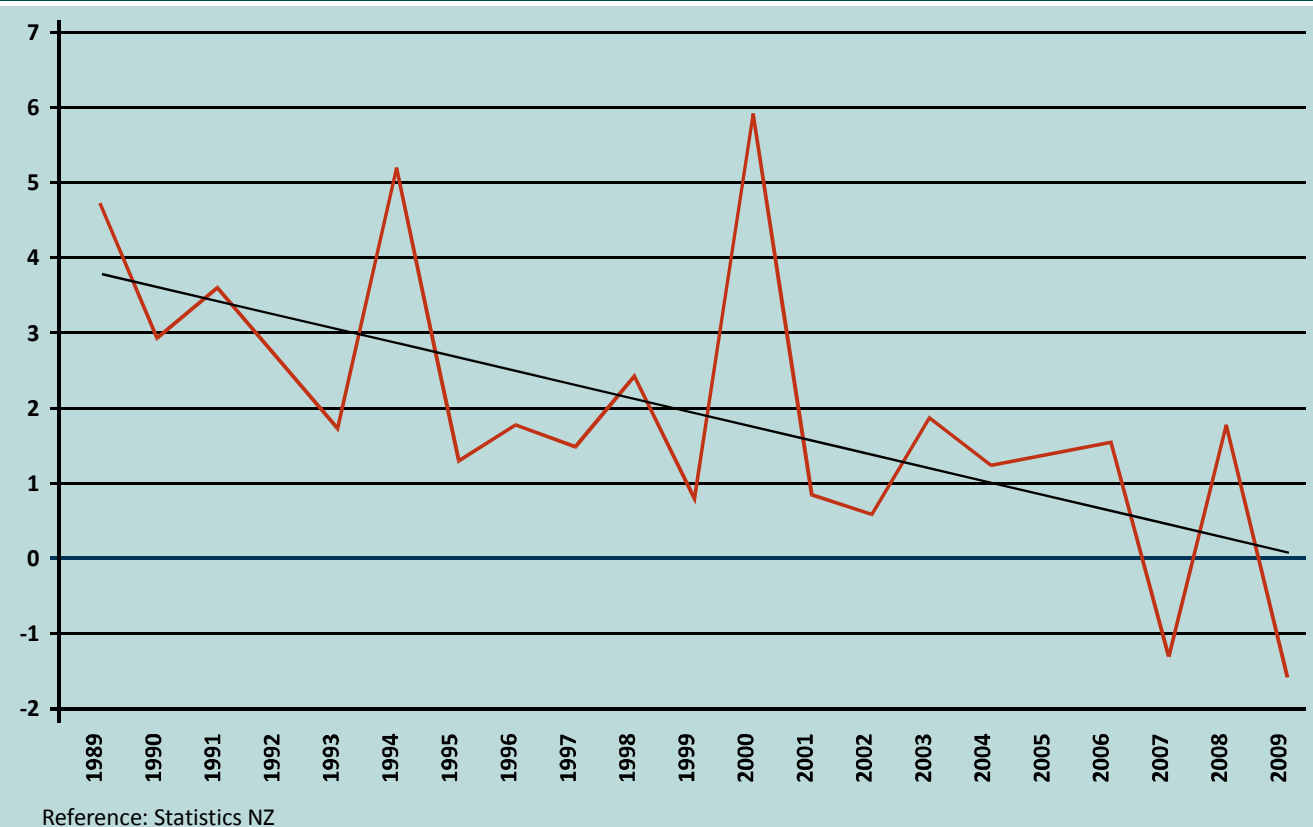


Now we are running flat out going nowhere

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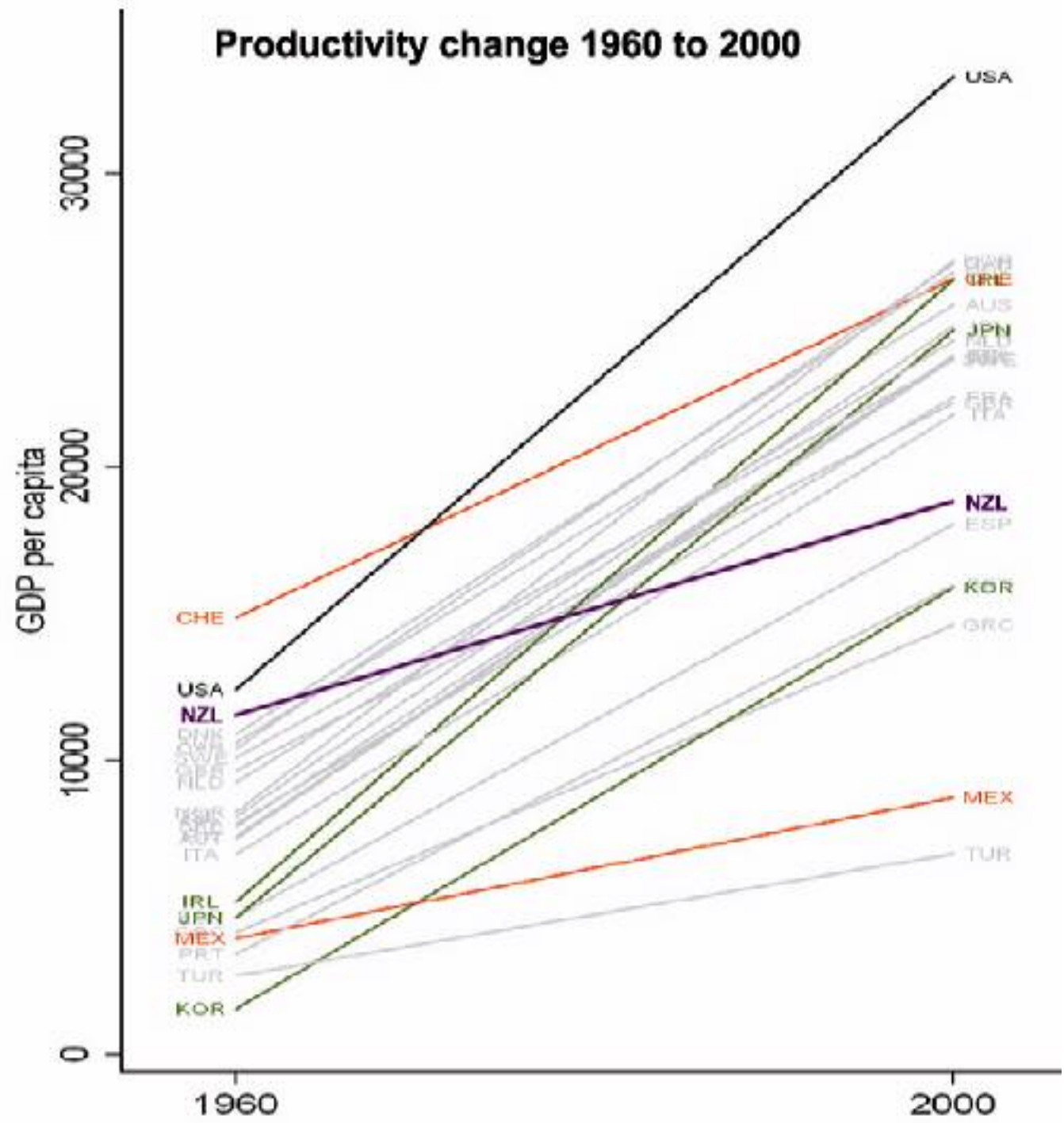
In case you need convincing

Annual percentage change in New Zealand's labour productivity 1989 - 2009



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Insanity: Doing the same thing over and over
and expecting a different result

I cannot solve a problem with the
same thinking that

**Running faster isn't going to provide us
with the outcomes we are looking for.**

**WE HAVE TO DO THINGS DIFFERENTLY
AND DO DIFFERENT THINGS!**

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As Kiwis we think in our own special way

- Inventive, practical & resourceful.
- DIY everything - “Jack of all trades – Master of none”.
- Driven by adventure & discovery.
- Work 2nd longest hours in developed world = Kiwis no longer have a laid back life style!
- Low assertiveness - 61/62
- Avoid appearing “big headed” or causing offense.
- Don’t like to give or receive feedback/ Rarely give direct answers.
- Understate, self deprecate and communicate in strange double negatives and under-statements.
- Intensely self reliant.
- Create narrow ownership and capital structures that make us more risk averse.

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More motivated by the thinking and behaviour associated with inventing things and doing “new stuff” than by the thinking and behaviour associated with creating and harvesting value.

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Three things to drive competitiveness and profit

1. Construct a *“complete customer experience”*.
2. Manage people performance for better results.
3. Identify, manage & develop intangible (intellectual) assets.

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1. Building a “*Complete Customer Experience*”

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Complete Customer Experience

The diagnosis

- We have a remarkable tendency to think that what we want, like and value is what our customers want, like and value.
- We take for granted what we are really good at & generally under-sell ourselves.
- We consider the customer’s needs (including quality) from a technical rather than customer perspective.

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Complete Customer Experience Amex study

In the USA customers are prepared to pay up to 13% more if good service is provided. India was the highest at 22%. Customers in other countries including Australia were prepared to pay 7 – 12% more.

Many reported terminating purchases altogether because of poor service.

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Complete Customer Experience NZTE research

Indian business people perceive Kiwis as:

- Having a preference for short-term transactional relationships.
- Highly risk averse.
- Weak negotiators.
- Reluctant to understand Indian culture and consumer needs.
- Having an inflexible “take-it-or-leave-it” attitude.
- Less fun to do business with than Australians!

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Complete Customer Experience

**Indians pay up to 22%
more for quality customer
experience!**

**Even Kiwis are likely to
pay at least 7% more.**

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The danger is that we have built our business practises and models on trading with people that are reasonably similar to us.

The people we increasingly do business with have entirely different mental models, values, conventions and perceptions.



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Complete Customer Experience

WE MUST

Think like our customers –
not for them.

Stop making assumptions
about what customers want
and value!

Price isn't everything

“Researchers at the Stanford Graduate School of Business & the California Institute of Technology found that because people expect wines that cost more to be of higher quality, they trick themselves into believing the wines provide a more pleasurable experience than less expensive ones....

*According to the study, **if an experience is pleasurable, the brain will use it to help guide future choices**”*

Proceedings of the National Academy of Science

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The Real Value Proposition

When we “think for our customers” we don’t understand how our own *value proposition offer* can align with their *value proposition demand* to create optimum value in the short and long term.

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Building the Complete Customer Experience

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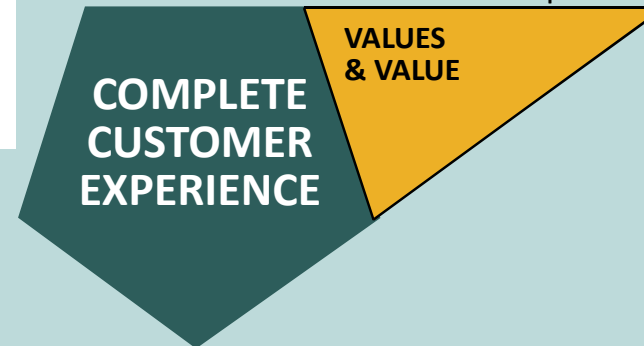
Forté Management Complete Customer Experience Model

Values are a product of our national cultures. They determine our mental models that we use to interpret the world around us and how we react and respond. They vary dramatically from one culture to another in important and fundamental ways.

What is of value and how much it is valued also varies materially from market to market, segment to segment, often in ways that are not obvious to us.

Those who create value do not automatically harvest it.

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**The pretty pictures
are only a clue!**

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Complete Customer Experience

Understanding what’s important

All of our animals are born & bred at Home Farm in a traditional manner, grazing SSSI land at Home Farm, Hillsborough, Pentargen Cliffs and the famous Boscastle Stitches (No Fertilisers). We make all of our own silage/hay and grow spring barley which we use as bedding and feed for the young rubys. All of our land is owned by the National Trust who agree with our farming policy of low fertilisers & sprays. We are very involved with Natural England in maintaining species rich grasslands and environmental issues which enable the greater horseshoe bat, peregrine falcon and other wildlife to prosper. All of our animals are taken to the local abattoir. The meat is hung for a minimum of 15 days. It is then cut up by a local butcher and vacuum packed.

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Wetherspoons' menu

“Farm assured British beef.”

“Outdoor bred pork.”

“100% British beef.”

“Dolphin friendly tuna.” x2

“We use only 100% Rainforest Alliance certified coffee.”

“We are committed to sourcing the best ingredients, where possible from the UK.”

“We are proudly able to say that we are able to trace the origin of our food to its growers and farms.”

“Our cod is sourced from recognised sustainable fisheries.”

“We are proud to use only 100% British potatoes for our chips.”

“JD Wetherspoon supports the charity CLIC Sargent. We have raised over £2 million to date. Registered charity no. 1107328.”

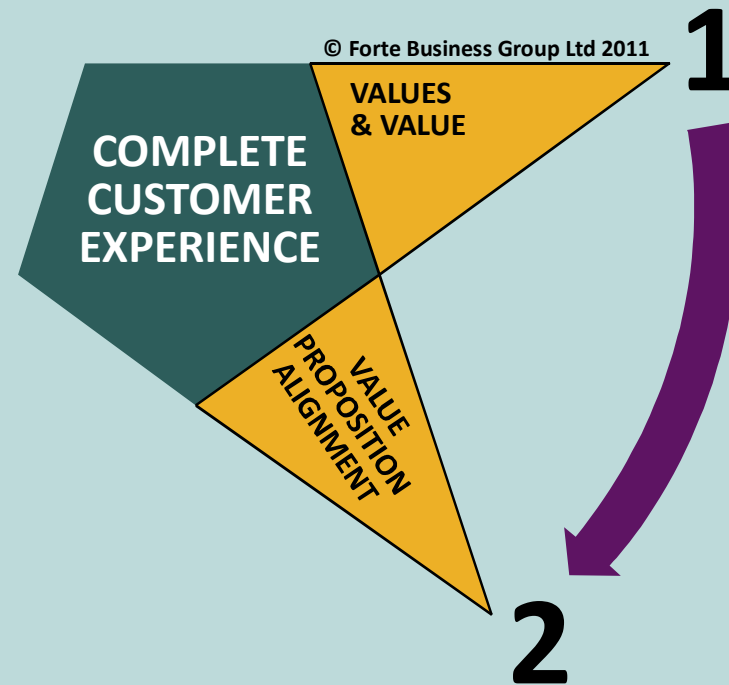
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How does your *value proposition* offer align with or can be made to align with the customer's *value proposition demand*?



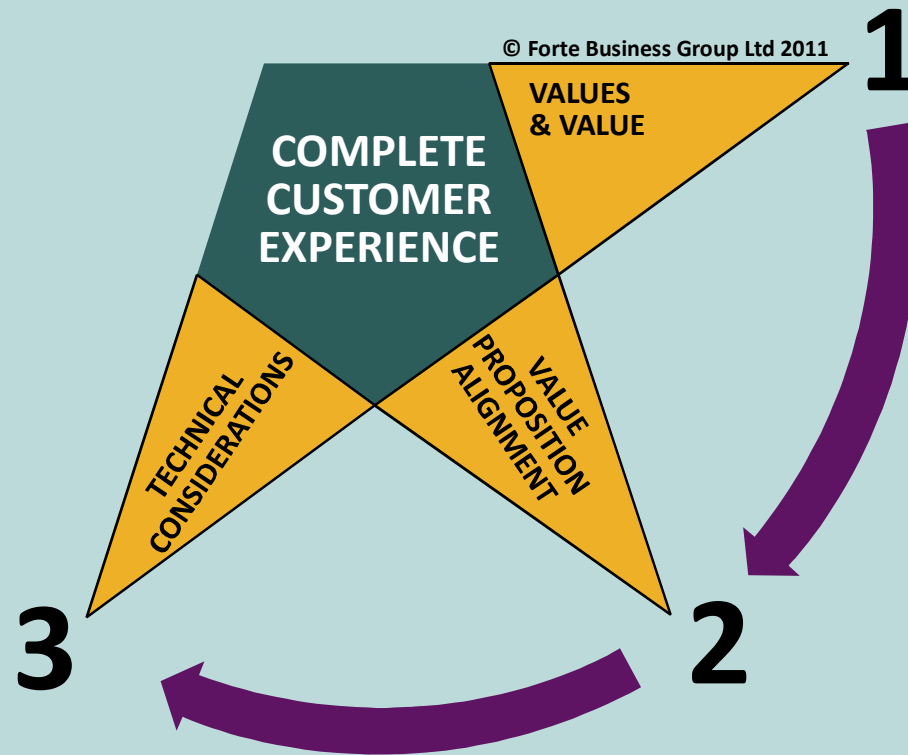
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Customisation of Product, Packaging,
Promotion, Pricing etc,



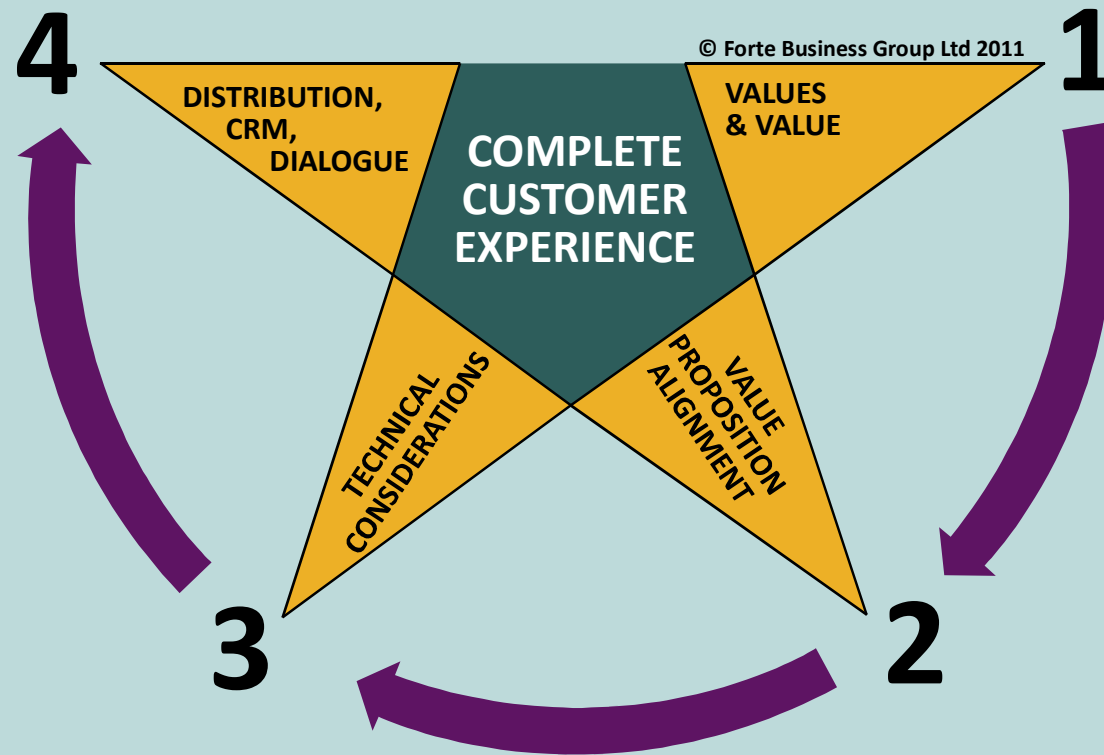
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Own or manage distribution to as close to the consumer as possible. Harvest as much value from the distribution chain as possible! Create CRM. Build two way dialogue. Avoid de- or re-positioning.

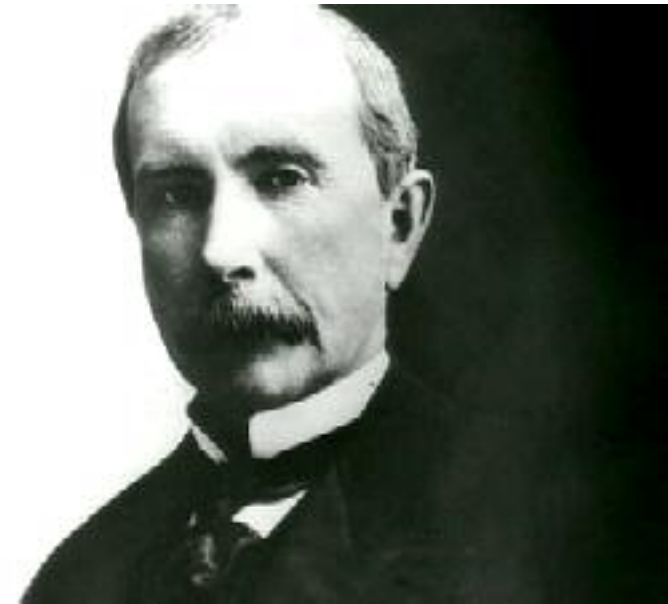


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We are inclined to think that doing the right thing is enough.

“There is only one thing more important than doing the right thing and that’s telling people about it.”

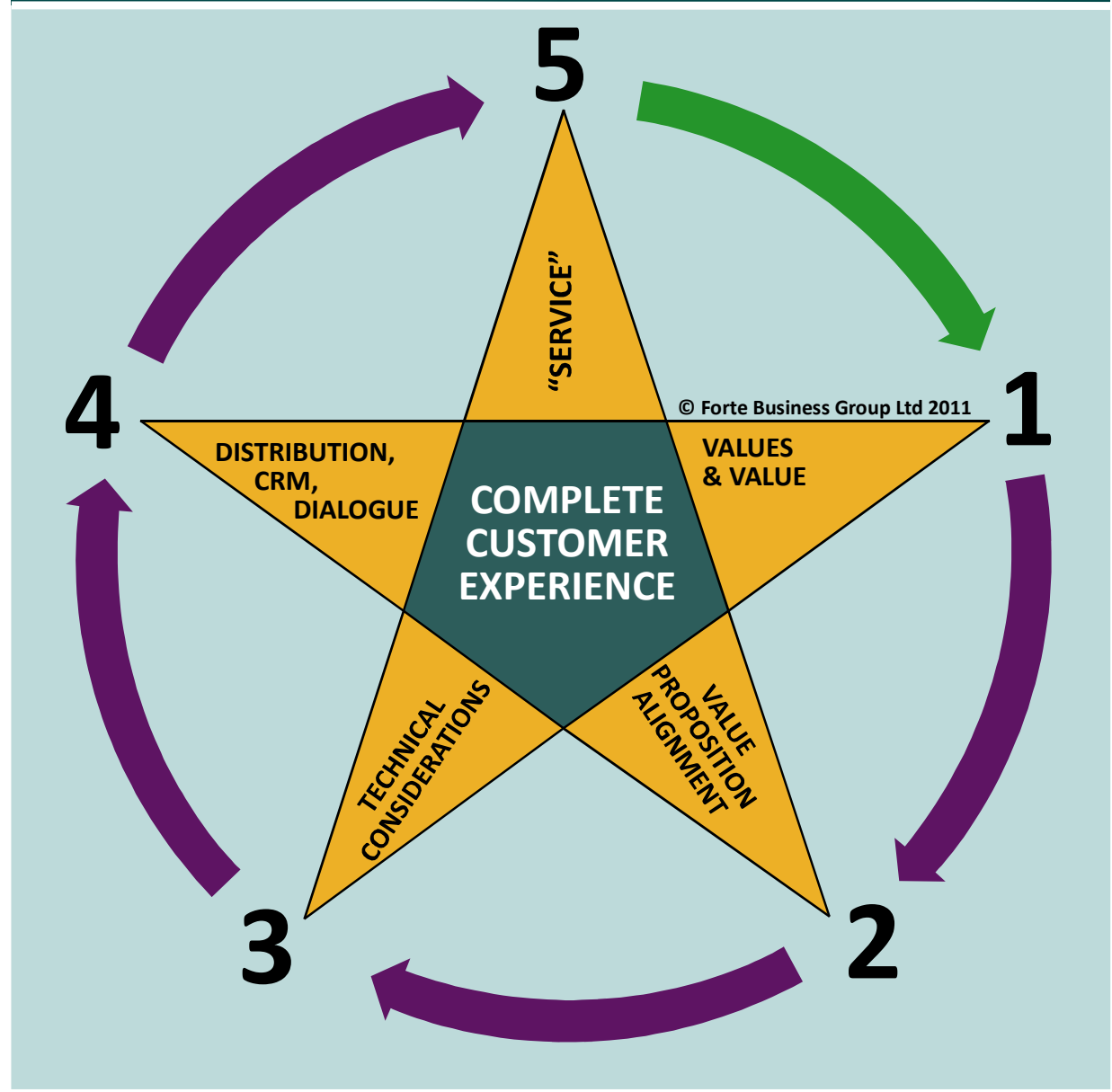
John D Rockefeller 1839 - 1937



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Complete Customer Experience

Four actions

- Engage with customers (very) early.
- Think from their perspective – don’t make assumptions or take things for granted. Apply “intelligent interpretation”[©].
- Implement “Design” strategies to balance heart and mind.
- Respond to RFPs, tenders, etc EXACTLY as asked for. Supplement with covering letters, brochures etc to build your case.



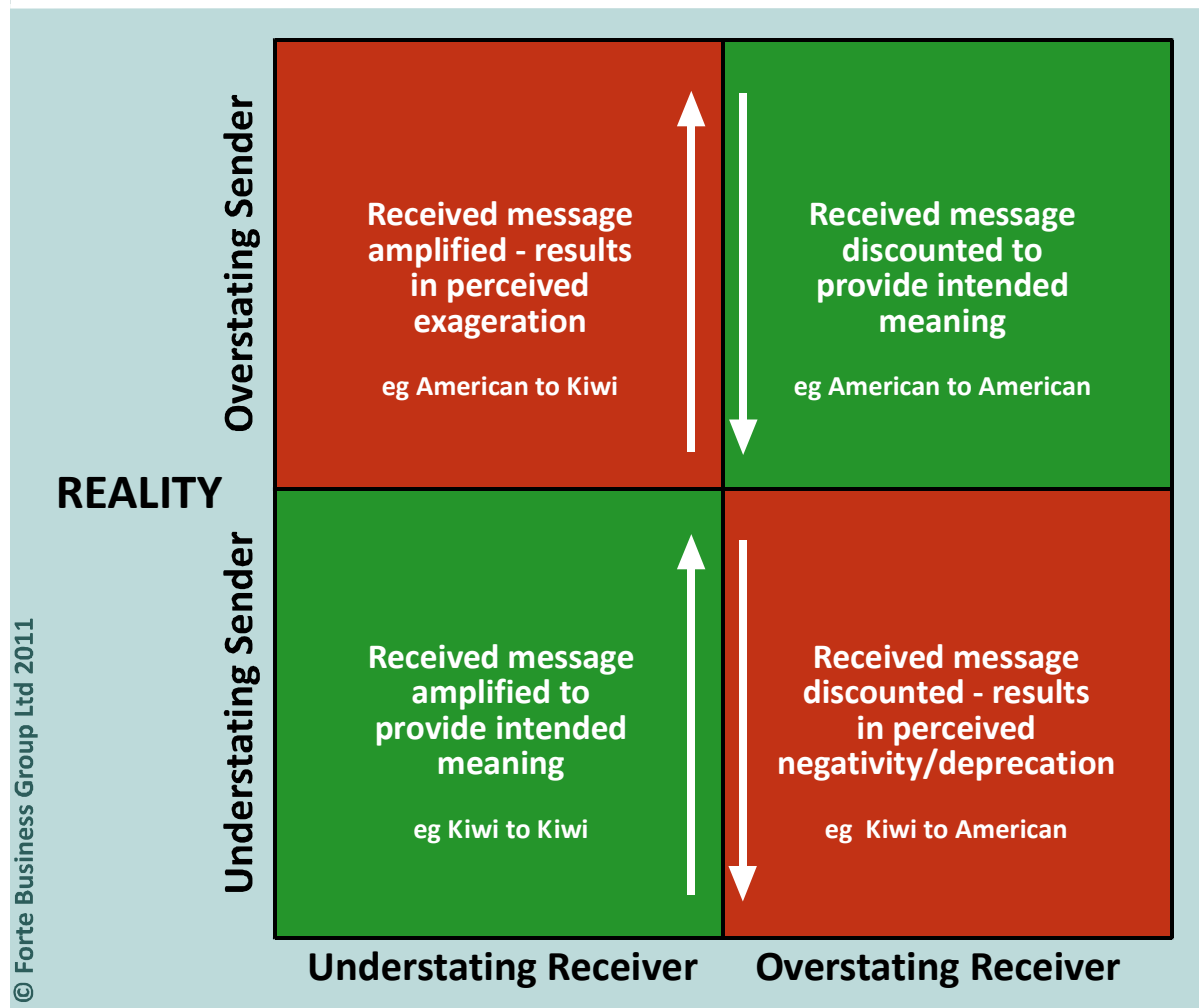
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Communication as an example

Under & Over stating receiver/sender matrix




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2. Managing people performance...

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Managing people performance...

The diagnosis

- We DIY people management and lack sophistication.
- We do not enjoy being managed and we do not like managing other people.
- Our low assertiveness & feedback reluctance get in the road of us being good people performance managers.

Management Matters

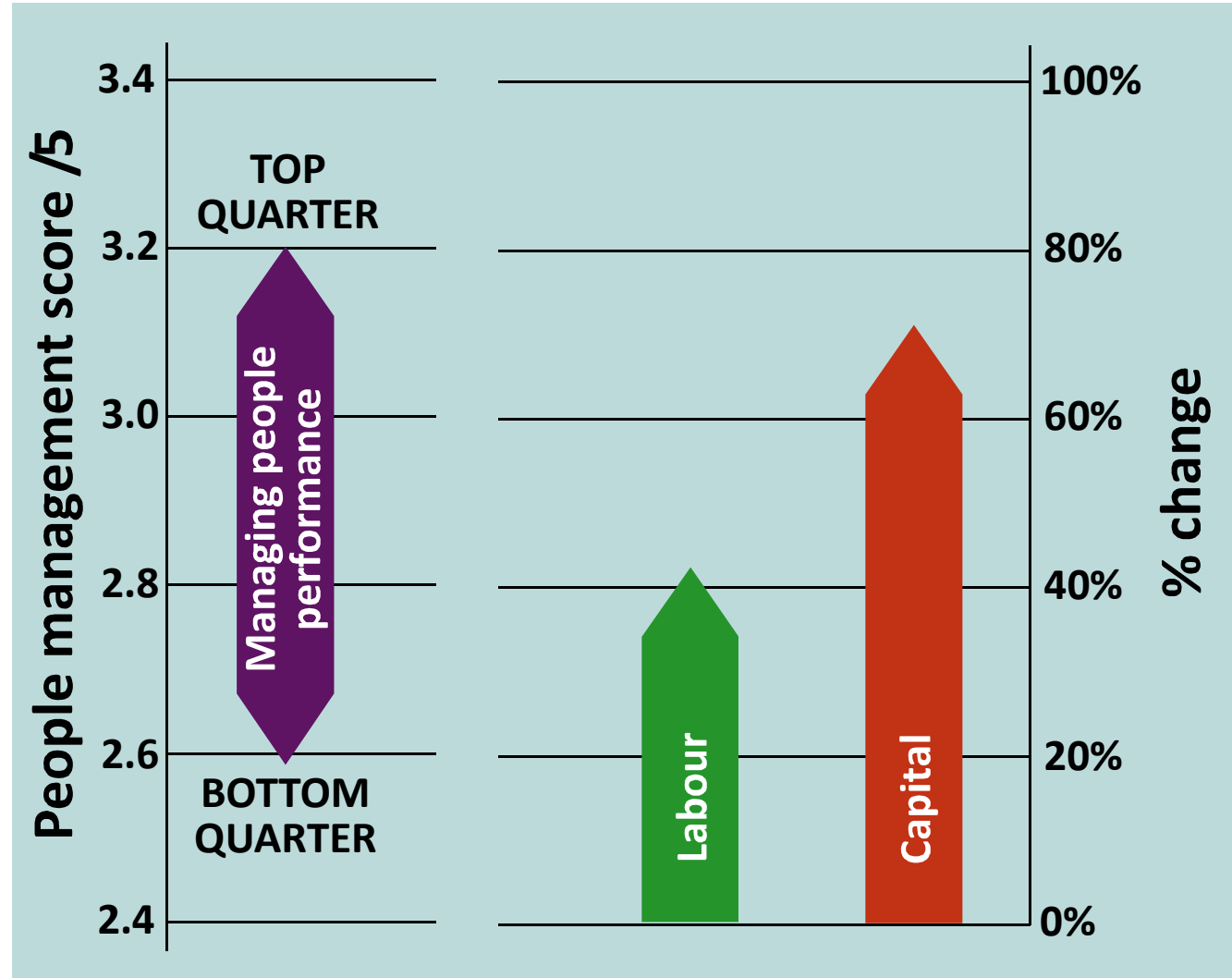
16th of 16 nations studied for
people performance
management

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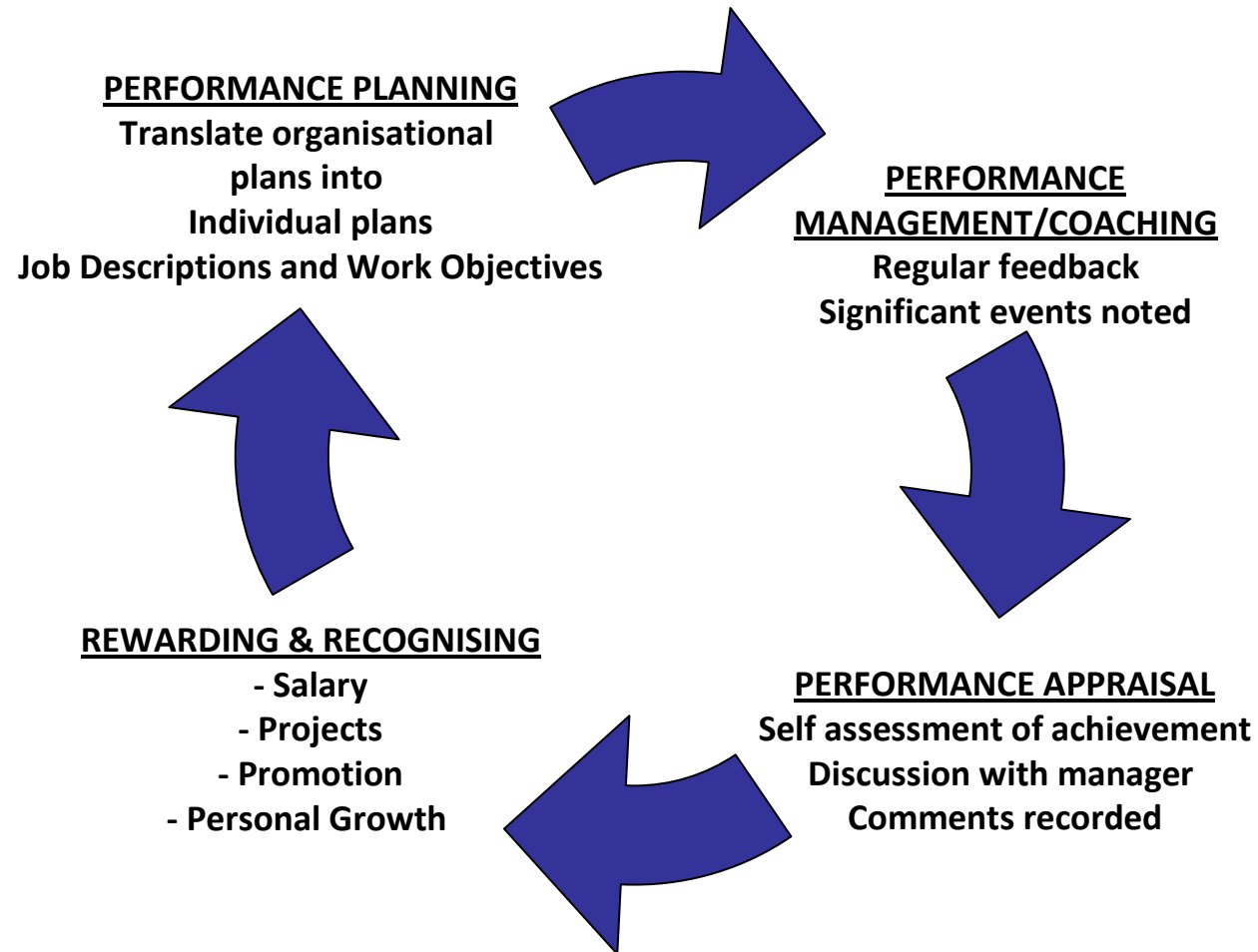
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Managing people performance...



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4 aspects to the performance management cycle



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RECRUITMENT & SELECTION

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It starts before work starts!

1. Clear job description and expectations.
2. Clear person profile.
3. Robust recruitment strategies and processes.
4. Good fit with team and culture.
5. Clear expectations (contract, values, behaviours, induction).

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The formula for individual success

Attitude + Aptitude = Altitude

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Induction

Induction = the process of integrating new employees into the organisation as quickly as possible to enable the new staff member to become an active, cooperative and productive member of the team.

- **Best opportunity to make a good first impression.**
- **Establishes the code of conduct and avoids problems later on.**
- **Sets the scene for managing performance.**

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Induction

Personal Information – pay details, employment agreement, sick leave, where forms are, who to talk to.

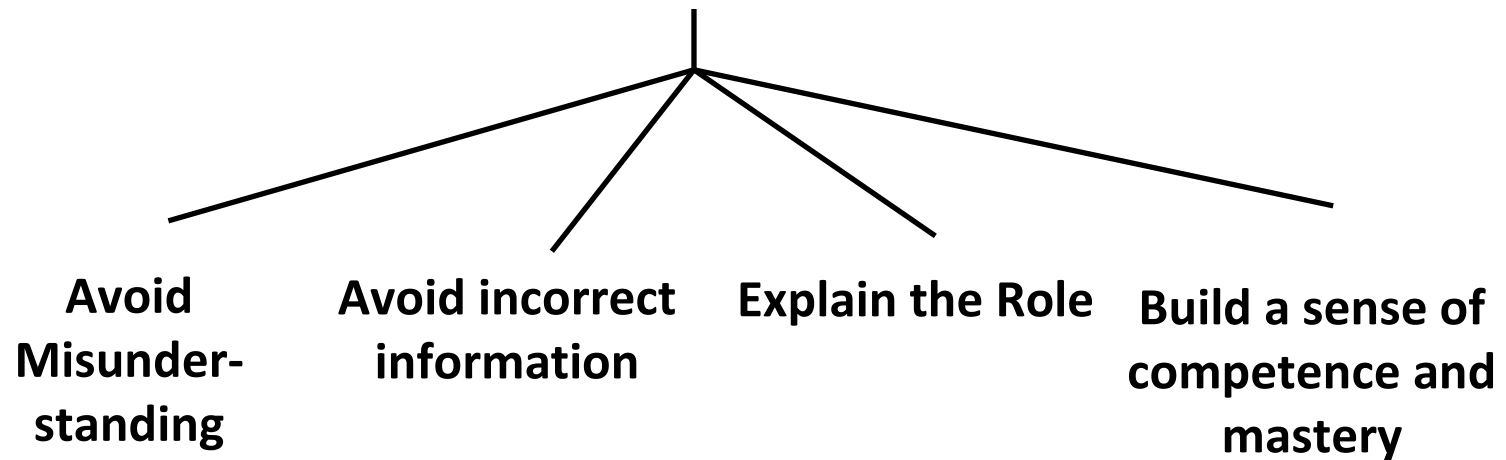
About the Company – Mission, Vision, Values, Staff Handbook, Organisation Structure.

About the Job – how the job fits in the organisation, performance standards, how performance is measured.

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Effective Induction

- **Positive feelings towards the company.**
- **Answer some basic queries.**
- **Meet members of the team.**
- **Outline expectations in terms of behaviour and performance.**



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Everything is connected

1. **Clear vision and purpose.**
2. **Clear objectives and measurements.**
3. **Continual coaching to lift performance.**
4. **Clear connection between reward and effort.**



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**Good people delivering good results =
business success**

**Good Attitude + Good Effort
+ Good Tools + Good
Encouragement = Great People**

**Great People + Great Product
= Great Results**

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PERFORMANCE MANAGEMENT

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Employees expectations

1. I understand our business direction and believe in it.
2. I understand what is required of me everyday and I know what I do is valued.
3. I respect my bosses – they help me and encourage me to do my best.
4. I know if I do a good job I will get rewarded and if I go the extra mile it will be recognised.

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An employee will do

- What s/he likes doing.
- What s/he is good at.
- What the boss checks on.
- What is being measured & reported.

“What is measured gets done!”

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Planning

**If you don't know what you want,
don't be surprised with what you get.**

- **Strategic plan and team plans.**
- **Up to date job descriptions.**
- **Work objectives for the team.**
- **Work objectives for each individual.**

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Objectives

- **Specific**
- **Measured**
- **Achievable or Agreed**
- **Realistic**
- **Time Bound**

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Objectives

- **Keep simple and few but measurable.**
- **Try to limit to one page.**
- **Make sure connections are made.**
- **Review annually – by agreement.**
- **Not “easy beat” but not over-stretching.**

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The role of coach / manager

“... An unwanted distasteful task that most managers do their best to avoid.”

Jack Welch, CEO, GE

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Performance appraisal

One of the most powerful
tools that a manager has

BUT

Acknowledged as one of the
most difficult aspects to do
well.

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Purpose of performance appraisal

- To provide feedback on performance.
- To provide recognition of achievement.
- Review achievements against goals.
- To establish standards and objectives for the next performance period.
- To allow an open constructive dialogue e.g. career pathing.
- To have no surprises (discussion on issues affecting the business or department).
- To motivate a staff member by giving them an opportunity to have their say (what is inhibiting their performance or reaching their potential).
- To explore, understand and improve – any long standing or recurrent problems.
- The formalisation of all of the regular and informal coaching sessions held during the year.

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Benefits for staff

“How am I going and what do I need to do better?”

- Provides formal feedback and recognition.
- Satisfies the need of most people “to know how I am doing”.
- Allows staff to see how their contribution fits with overall organisational goals.
- Encourages staff to take responsibility.
- Clarifies performance expectations.
- Sets goals/objectives for the future.
- A way to formally recognise good performance and achievements.
- Provides a base for modifying behaviour and a coaching forum to explore better ways to leverage potential.

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Benefits for people managers

- Allows you to provide positive feedback & acknowledge good performance.
- Develops the working relationship.
- Identifies high performers.
- Recognise those who need coaching/ counselling.
- Focuses efforts.
- Provides two way information and feedback.
- Helps you identify things that are impeding better performance.

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Why appraisals fail

Planning & preparation is the key to a successful appraisal/assessment session!

- Lack of information on actual performance – not backed up by sound examples.
- Lack of preparation by either or both parties.
- Unclear standards.
- Manager doesn't take appraisal seriously, seen as imposed by others.
- Manager lacks appraisal interview skills.
- No ongoing feedback - only seen as an annual event.
- Lack of training in performance appraisal meeting.
- Lack of a boss or co-worker they can emulate.
- Focus on the system and forms rather than the meeting itself.

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Plan & prepare before you conduct

- Allow time to prepare, write up performance assessments in pencil so that it can be changed following the discussion.
- If you use feedback from other sources, identify them. Be transparent.
- Clarify your views on your employee’s performance.
- Ask yourself what regular feedback have you provided them.
- Identify 2-3 areas where your employee is doing well.
- Identify 2-3 areas for improvement.
- Aim to balance the positives with the development areas, don’t over load with development areas.
- Gather data to support your views (both positive performance and performance requiring development).

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Tips

- Honour the appointment - don't cancel.
- Devote full attention (no interruptions).
- Initiate – “lets begin with any concerns you have ...”
- Probe
 - “How do you rate your performance?”
 - “What makes you say that?”
- Check understanding
 - “So you are saying ...”

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Tips (cont'd...)

- **Summarise**
“From what you’ve said so far ...”
- **Overcome defensiveness early**
“... I know there have been some issues but I want to understand from you ...”
- **Change tack if necessary**
“... I feel we are not getting anywhere ... Let’s talk about (?) because I know that went well.”
- **Check understanding**
“So you are saying ...”

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REMEMBER!

**Appraisals are only formalising
what is effectively observed and
communicated daily.**

i.e. It is a process not an event.

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LINKING PERFORMANCE WITH REWARD

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REMEMBER!

- Little things make a big difference – recognition is often more important than monetary reward.
- Generation X & Y increasingly demand performance differentiation.
- Directing rewards to high performers sends strong signals of workplace culture.

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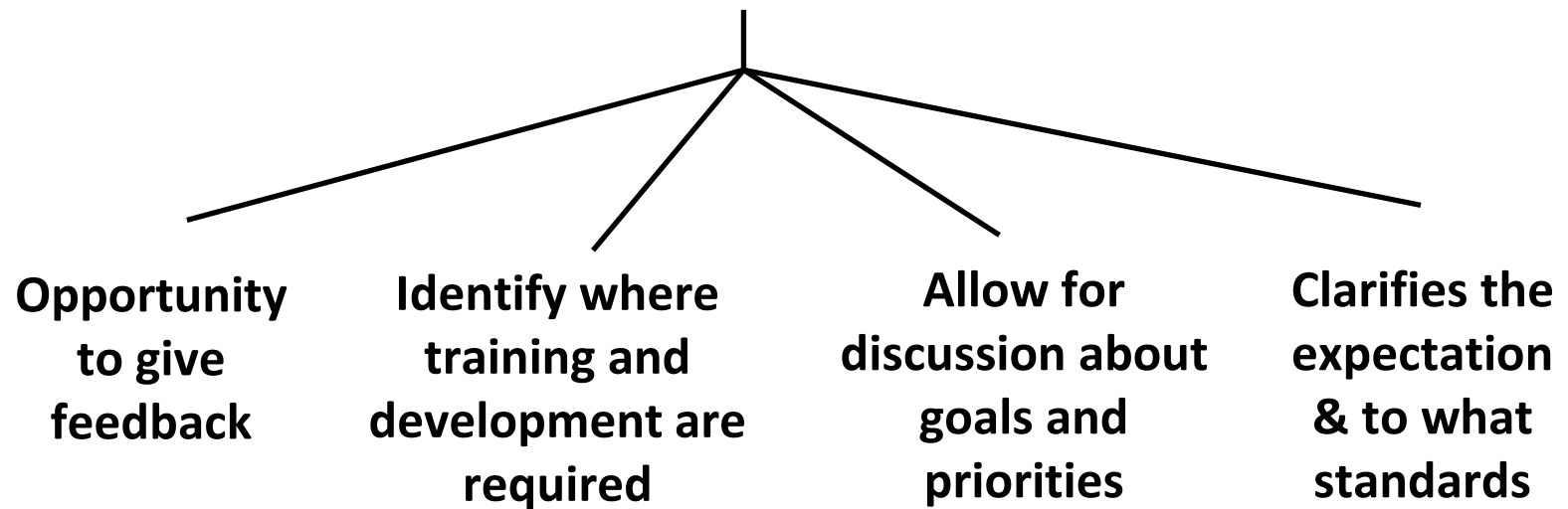
Handling a “poor performance” issue

People perform best when they understand what is expected of them.

Many problems occur because staff aren't absolutely clear on the expectations.

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Managers must be able to discuss performance and solve performance problems that arise



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The “Poor Performance” Discussion

Agree the problem

Clarify the
underlying causes

Agree the solution
and commit to it

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Step 1: What’s the Problem?

- Give specific examples, be able to back them up.
- Relate to work performance and behaviour.
- Don’t be vague or unclear.
- Try and balance some positive with the negative.
- May take more than 1 session.
- Deal with defensiveness.
- Reach agreement that there is a problem.

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Step 2: Clarify the underlying causes

- Don't jump to conclusions – problems are often misdiagnosed.
- Explore possible causes.
- Tone is one of working together to understand and clarify.
- Non accusing, non blame.
- “If we can understand what the cause is we can work together to solve it”.

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Step 3: Agree the solution & commit

- What can be done to close the gap between the employee’s performance and the organisation’s requirements.
- Think quick and efficient solutions first.
- Let the employee suggest options.
- Explore the options, discuss the positives and negatives.
- Let the employee decide (with gentle proding).
- Agree the action plan – who does what by when.
- Set a follow up date.

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MANAGING CONSEQUENCES

AVOIDING UNJUSTIFIED DISMISSALS AND PERSONAL GRIEVANCES

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Exploration

**Try new ways, see some benefits, show
some interest and enthusiasm**

“This could work”

“I can see this might be beneficial”

“This creates some new opportunities for me”

“I can help by doing...”

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3.

Manage and Development Intellectual Assets ...

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Intellectual assets – What are they?

Intellectual (or intangible) assets are the drivers of business productivity, competitiveness and profitability.

They include all the business’s ideas and plans, customer databases and relationships, knowledge and expertise, production processes and quality systems, designs and design capability, brands and reputation, inventions, and know-how as well as registered IP like patents and trademarks.



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Intellectual assets...

The diagnosis

- **Kiwi firms are distinguished by not managing and developing intellectual assets.**
- **We often embed high value intellectual assets in the comparatively low value products and services that we sell.**
- **We struggle to recognise and extract the value from things we can't touch and see.**



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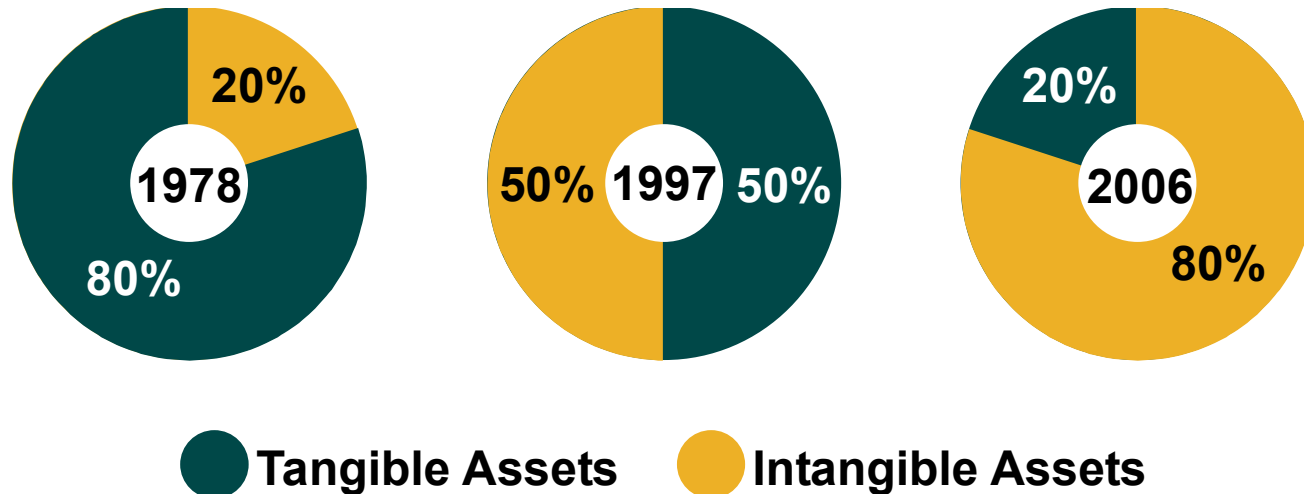
**Here's why that's so
important!**

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"A funny thing happened on the way to the 21st Century"[©]



Reference: Standard and Poor's 500 stock index and IAM Magazine, March 2006.

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Intellectual Asset Management

The goal ...

**To identify, document, evaluate,
protect and manage or develop
each of our intellectual assets for
optimum performance and
minimum risk.**

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Which particular assets are most important varies between sectors

F&B	Brands
Finance	Customer relationships
High Tech	R&D capability
Media	Creative individuals
Software	Creative teams
Engineering	Accumulated insight & understanding that is transferable from project to project = expertise & <u>experience</u>

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Defining an "Asset"

"An asset is a resource controlled by the enterprise as a result of past events and from which future economic benefits are expected to flow to the enterprise."

The International Accounting Standards Board

Intellectual assets are no different!

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Intellectual assets Directors “Duties”

Directors have a duty to optimise return on investment and manage risk.

Properly recorded, evaluated, protected and managed/ developed intellectual assets are therefore a core responsibility of Directors.

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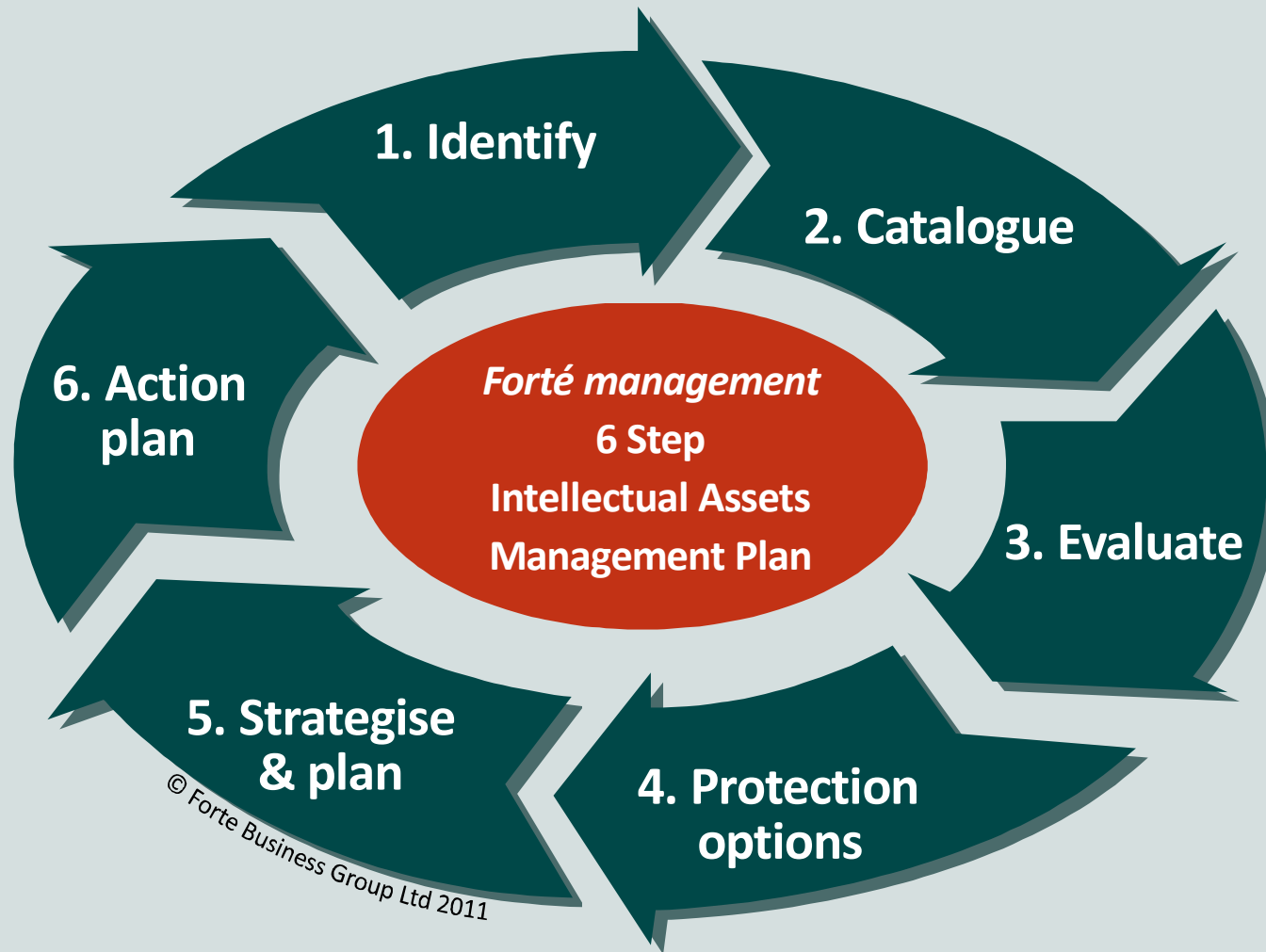
Six KEY reasons to manage intellectual assets

1. Provides a vital alternative to our “production” focus and redirects innovation efforts.
2. Helps identify, record, protect and “value” hidden assets.
3. Helps manage the real key profit drivers of the business in contrast to just those that are visible or obvious.
4. Provides insights to how you can better align your *Value Proposition Offer* with your customers’ *Value Proposition Demand*.
5. Identifies new revenue and profit stream opportunities.
6. Essential risk management tool.

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The 6 step IAM process

Forté management 6 Step Intellectual Assets Management Plan



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Step 1: Identify

- Application of a structured, facilitated process to identify the full range of intangibles.

Why a facilitated assessment?

- Familiarity
- GIAB findings
- Expertise

The parallel with the OSH hazard identification and HACCP processes.

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Step 2: Catalogue

Record under these headings:

- Brand, Image & Reputation based.
- Intellectual Property based.
- Product & Design based.
- Contracts based.
- Customer & Supplier based.
- Organisation & Operations based.
- Workforce based (Human Capital).
- Other ‘Stuff’ including “at risk”.

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1
2
3
\$

An exercise in identifying intellectual assets

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RESEACH & DEVELOPMENT
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CONTRACTS

FINANCE

STAFF



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1
2
3
\$

Step 3: Evaluate

Assess the importance to the firm, future potential, vulnerability and gaps.

Three “Mission Critical” Strategies

1
2
3
\$

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Consider the consequences of this small oversight.

Happiness is the return of a stolen computer, with data intact

By BECK ELEVEN - The Press



DATA DELIGHT: Detective Constable Matt Reynolds, left, is delighted to reunite PhD student Claudio de Sassi with his stolen computer yesterday

“For the first five seconds we couldn’t believe it, then the shock fades off and we realised the car was really gone,” De Sassi said

“I slowly realised the coincidence of having everything in the bag

“It was not a happy night”

The thesis was his research on the impact of climate change on subalpine tussock grasslands.

The theft forced him to consider returning to his native Switzerland with nothing to show for almost three years work.

Never has a man been so happy to see a computer full of data spreadsheets.

Claudio De Sassi’s world fell apart when a car containing almost three years work towards his PhD was stolen two weeks ago.

De Sassi, a Canterbury University academic, could not hide his joy yesterday as police reunited him with his stolen laptop and backpack.

However, the laptop had been “decorated” by the thieves with a sticker depicting a skull in a military helmet, and in the backpack he uncovered a bike pump and bike light that did not belong to him.

“It’s fantastic,” he said.

“It looks like I wanted – plus some presents.”

De Sassi had been in The Bicycle Thief restaurant with a visiting American academic when they emerged to find De Sassi’s Nissan car missing and replaced with another stolen Nissan.

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Step 4: Protection options

- Variation from country to country.
- International treaties (PCT).
- Registered and unregistered. ®,™, ©, patents, design rights, registered design, PVR, trade secrets, etc.
- Buying time with provisional patents.
- Why patent? An alternative perspective.
- Recording & securing passwords, supplier lists, customer records & relationships, etc.
- Controlling access & release.
- Constraints of trade, confidentiality agreements (NDA) etc.

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Step 5: Strategise and plan

Integrate management of intellectual assets into every aspect of the business strategy and plan to drive the productivity and profitability of every product, service, process, etc.



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5. Strategise and plan



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Manage the intellectual assets to ...

- Drive the productivity of existing processes, products and services.
- Reveal product & market development opportunities.
- Manage risks.
- Identify gaps between what you have and what you need.

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Develop the intellectual assets to ...

- Create new products and services and new revenue and profit streams.



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1
2
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Step 6: Action plan

Go make it happen

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Three things to drive competitiveness and profit

1. Construct a *“complete customer experience”*.
2. Manage people performance for better results.
3. Identify, manage & develop intangible (intellectual) assets.



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