



**ACCA Conference
Wellington,
New Zealand**

What Makes A Business Successful?

**Andrew Smith
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What Makes A Business Successful?

5 Pillars Which Support Business Success

1. History: know where you have come from
 2. Vision: know where do you want to go
 3. Strategy: how you are going to get there
 4. Point of Difference: what sets you apart
 5. People: who is going to deliver
- Must exist in cohesion & not in isolation



What Makes A Business Successful?

1. History

- Who is Andrew Smith
 - Family
 - Education
 - Passions
 - Business
 - What do I bring to InvoCare
 - How will that perhaps shape the industry



What Makes A Business Successful?

1. Con't...History

- To understand where you are going you have to know where you have come from
 - Company
 - Leaders
 - Management
 - Staff
- Important for cultural development & helps shape who we may become both individually & as a business
- Celebrate & remember our successes
- Reminder as to how good it feels to be winners



What Makes A Business Successful?

1. Con't...History is also good litmus as to who has been successful in business:

- Old, well established stalwarts such as Nike, Coke, McDonalds, KFC
- The newer more contemporary arrivals such as Virgin, Ikea, Zara
- You have the modern, technology companies who are changing societies & the way we communicate & socially engage, such as Microsoft, Apple, Google, Facebook
- Cosco – top 10 operator in USA Deathcare
- Walmart – top 10 operator in USA Deathcare
- Catholics
- Chinese



What Makes A Business Successful?

1. Con't...History – know where you have come from

- What makes them successful ?
- Certainly not their names
- Many of which are quite innocuous
- Nike, Coke, Google are invented names with no historical meanings
- Apple is hardly synonymous with advanced technology!
- What makes them successful? The answer to this is a great introduction into the second pillar of success



What Makes A Business Successful?

2. Vision – know where you are going

- Successful businesses all have one key thing in common. Visionary leaders eg
 - The Paramount Leader of the People's Republic of China, Hu Jin-tao,
 - The Pope with the Catholics,
 - Colonel Sanders at KFC
 - Bill Gates at Microsoft
 - Steve Jobs at Apple,
 - Sir Richard Branson at Virgin



What Makes A Business Successful?

2. Vision – know where you are going

- Very good at creating aspirational “dreams” that become the direction their respective businesses head
- Inspirational communication
- Entrepreneur spirit which allows the trialling of new things
- Innovation & creativity means new opportunities are born
- Make mistakes
- Mistakes is regarded as (sometimes expensive) learnings
- Inspirational leaders provide businesses with direction & focus
- If you don't know where you are going, then let me assure you, all roads will lead there



What Makes A Business Successful?

2. Con't...Vision – know where you are going

- As a refresher so far, my key take-outs after the first 2 pillars are as follows:
 1. Understand where you have come from & what influences that will have on your future
 2. Be an inspirational visionary (or put someone in who is)
 3. Be creative & innovative & prepared to invest into mistakes
 4. Clearly articulate what you are striving for and therefore where you are going



What Makes A Business Successful?

3. Strategy – know how you are going to get there

Now we know where we have been & where we think we are going, now we have to work out HOW we are going to get there

- Have a robust, sustainable business model
- Ability to understand what is & is not core in business model
- Have 5 Yr business plans – share with your teams not just the banks, or your owners
- Must have the disciplines to review at least annually to make sure relevance is sustained
- Allocate your limited resources wisely eg. Time, People, \$'s to get the BIGGEST bang for your buck
- Have contingency plans, be fluid, flexible & change



What Makes A Business Successful?

3. Con't...Strategy – know how you are going to get there

- Must have known, measurable KPI's to determine if expectations are being met
 - Ageing populations & death rate increases
 - Market share trends
 - Customer service levels
 - Community engagement levels
 - Brand Awareness
 - Profits/cashflows: dollars, mix of giving to owners & reinvesting back into the business



What Makes A Business Successful?

3. Con't...Strategy – know how you are going to get there

- Must have disciplines to review KPI's monthly with key employees
- Take time to celebrate even the small wins
- Success breeds success
- If KPI's not being met, and are still relevant, then take timely, corrective action
- Aspire for greatness & remember good is the enemy of great; don't be complacent



What Makes A Business Successful?

4. Point of Difference – what sets you apart

- Understand your customer – who they are & what they want
- Understand your competitors – what are they offering or likely to offer
- Provide a unique position otherwise consumerism will lead to commodisation
- Know the trends & react to your customers' needs & wants
- This is what separates Good from Great Companies.
- Good Companies copy.
- Great Companies are visionary & give your customers something they may not even know they want



What Makes A Business Successful?

4. Con't...Point of Difference – what sets you apart

- Market who you are and what you stand for
- Monitor your brand awareness & consideration for use
- Embrace technology to keep up with constant change
- Technology can deliver the point of difference (for a short period of time)
- Technology changes rapidly and therefore so should we
- Technology is also great for making the small things BIG



What Makes A Business Successful?

5. People – who is going to deliver

- You have to have people with:
 - Passion
 - Drive & energy
 - Go above & beyond the normal call of duty
 - Loyalty
 - You can't teach this...it must be ebbled into their absolute being
- As leaders, its our job to bring in people with these traits & harness them



What Makes A Business Successful?

5. Con't...People – who is going to deliver
- To be a successful business takes a lot of hard work from many & not a small few
 - Your people are your best assets & brand ambassadors
 - Need people in your team who are committed to this ethos & cause
 - Otherwise success is not sustained; or worse still, you fail!



What Makes A Business Successful?

5. Con't...People – who is going to deliver

- Have diverse skills
 - Ying & Yang in our work force
 - Visionaries & strategists (thinkers) supported by managers & employees (the doers)
 - Experience vs youth
 - Male vs female
 - Provide training & impart knowledge to our employees
- As leaders we need managers engaged who are also aligning our workforces & moving them in 1 common direction



What Makes A Business Successful?

5. Con't...People – who is going to deliver

- Respond to your employee needs & wants
- Empower decision making
- Have controls
- Don't let accountants, lawyers or consultants run your business

- In reviewing my 5 pillars of success, some our major corporate failures all met these pillars
- Leads me into final Pillar of Success



What Makes A Business Successful?

6. Be adaptable in an ever changing world

- Kodak – didn't respond to technology
- Enron – didn't have control & contingency to quickly respond to an unprecedented environmental disaster
- Arthur Anderson – Enron crisis lead to an illegal destruction of important documents...imploded after brand goodwill was lost
- Pan Am – never recovered from Lockerby bombing. Trust in the airline never recovered
- Ansett – airlines employee strikes & out-dated business model lead to its demise in an increasingly competitive industry
- Lehman Brothers...leading to many other bank collapses, ultimately GFC1 &2...relied on govt bailout without taking personal responsibility



What Makes A Business Successful?

Summary: 6 Pillars Which Support Business Success

1. History: know where you have come from
 - Understand where you have come from & what influences that will have on your future
2. Have a Vision: know where do you want to go
 - Be an inspirational visionary (or put someone in who is)
 - Be creative & innovative & prepared to invest into mistakes
 - Clearly articulate what you are striving for & therefore where you are going



What Makes A Business Successful?

Summary: 6 Pillars Which Support Business Success

3. Strategy: how you are going to get there

- Have a robust, sustainable business model, 5Yr Business Plans & KPIs
- Review them regularly & change if needed
- Be prepared to invest in mistakes
- Celebrate success...success breeds success



What Makes A Business Successful?

Summary: 6 Pillars Which Support Business Success

4. Point of Difference: what sets you apart

- Understand your customers, your competitors & create your unique differentiator
- Invest in marketing & technology
- Give your customers something they may not even know they want



What Makes A Business Successful?

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5. People: who is going to deliver

- You have to bring in people with passion, drive & energy, who will go above & beyond the normal call of duty
- You need to have the Ying & Yang in your workforce with skills diversity
- Balance empowered decision making with controls
- Have a team who are prepared for the hard yards
- Recognise they are your best assets & real brand ambassadors



What Makes A Business Successful?

Summary: 6 Pillars Which Support Business Success

6. Adaptability: be prepared for immediate change
 - Have contingency plans
 - Plan for the worst
 - Most importantly, take quick, decisive action

All Pillars cannot exist in isolation

They must co-exist & interact in cohesion

As visionary leaders its your responsibility to achieve this for sustained business success



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Summary: 6 Pillars Which Support Business Success

Questions ?

Thank You...

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