

***THE E MYTH* by Michael Gerber**

Book Summary

Each step in the development of such a business is measurable, if not quantitatively, at least, qualitatively. There is a standard for the business, a form, a way of being that can be translated into things to do today that best exemplify it. The business operates according to articulated rules and principles. It has a clear, recognizable form.

The commodity is not what is important – the way it is delivered is.

“How will my business look to the customer?” “How will my business stand out from all the rest?”

Thus, the Entrepreneurial Model does not start with a picture of the business to be created but of the customer for whom the business is to be created.

Armed with the realization, he set about the task of creating a foolproof, predictable business.

A systems-dependent business, not a people-dependent business.

A business that could work without him.

It is in the Franchise Prototype that you can find the model you need to make your business work.

It has been there in the form of a Proprietary Operating System at the heart of every extraordinary business around you, franchised or not.

It is a proprietary way of doing business that successfully and preferentially differentiates every extraordinary business from every one of its competitors. In this light, every great business in the world is a franchise.

The point is: Your business is not your life.

Your business and your life are two totally separate things.

At its best, your business is something apart from you, rather than a part of you, with its own rules and its own purposes. An organism that will live or die according to how well it performs its sole function – to find and keep customers

Now that you know what the game is – the franchise game – understand that there are rules to follow if you are to win:

1. The model will provide consistent value to your customers, employees, suppliers, and lenders, beyond what they expect.
2. The model will be operated by people with the lowest possible level of skill.
3. The model will stand out as a place of impeccable order.
4. All work in the model will be documented in Operations Manuals.
5. The model will provide a uniformly predictable service to the customer.
6. The model will utilize a uniform color, dress, and facilities code.

How can I create a business whose results are *systems*-dependent rather than *people*-dependent? *Systems*-dependent rather than *expert*-dependent.

But for ordinary people to do extraordinary things, a system – “A way of doing things” – is absolutely essential in order to compensate for the disparity between the skills your people have and the skills your business needs if it is to produce consistent results.

In this context, the system becomes the tools your people use to increase their productivity, to get the job done in the way it needs to get done in order for your business to successfully differentiate itself from your competition.

It is your job – more accurately, the job of your business – to develop those tools and to teach your people how to use them.

If they are in the mood, the job gets done.

If they are not, it does not.

In this kind of business, a business that relies on discretion, “How do I motivate my people?” becomes the constant questions. “How do I keep them in the mood?”

In one test, Cheskin showed that a triangle produced far fewer sales than a circle, and a crest outproduced both by a significant margin!

Go to work *on* your business rather than in it.

Go to work on your business as if it were the preproduction prototype of a mass-produceable product.

Think of your business as something apart from yourself, as a world of its own, as a product of your efforts, as a machine designed to fulfill a very specific need, as a interconnecting parts, as a package of cereal, as a can of deeply help perceived needs, as a place that acts distinctly different from all other places, as a solution to somebody else’s problem.

Think of your business as anything but a job!

Go to work *on* your business rather than *in* it, and ask yourself the following questions:

1. How can I get my business to work but without me?
2. How can I get my people to work but without my constant interference?
3. How can I systematize my business in such a way that it could be replicated 5000 times, so the 5000th unit would run as smoothly as the first?
4. How can I own my business and still be free of it?
5. How can I spend my time doing the work I love to do rather than the work I have to do?

We call it the GERBER Business Development Process.
Franchise Prototype.

Building the Prototype of your business is a continuous process, a Business Development Process. Its foundation is three distinct yet thoroughly integrated activities through which your business can pursue its natural evolution. They are Innovation, Quantification, and Orchestration.

Ask any group of small business owners how many selling opportunities they had the day before (as we have at GERBER Business Development Corporation day after day) and I promise you 99 percent of them will not know the answer.

Begin by quantifying everything related to how you do business.

I mean everything.

How many customers do you see in person each day?

How many in the morning?

In the afternoon?

How many people call your business each day?

How many call to ask for a price?

How many of product X are sold each day?

At what time of the day are they sold?

How many are sold each week?

Which days are busiest? How busy?

And so forth.

You can not ask too many questions about the numbers.

Marketing for Business Growth, "Discretion is the enemy of order, standardization, and quality."

"If a blue suit works, wear it every single time you are in front of a customer," is the dictum of the disciples of Orchestration.

And that, I believe, is the heart of the process: Not efficiency, not effectiveness, not more money, not to 'downsize' or 'get lean,' but to simply and finally create more life for everyone who comes into contact with the business, but most of all, for you, the person who owns it.

So, I obviously feel passionately about the subject. What you call it does not really matter. Call it the Business Development process Reengineering, TQM, Excellence, or Kaizen – the entire subject becomes a desultory process if it does not address the hearts and minds and souls of people."

Your Business Development Program – Is the vehicle through which you can create your Franchise Prototype?

The Program is composed of seven distinct steps:

1. Your Primary Aim
2. Your Strategic Objective
3. Your Organizational Strategy
4. Your Management Strategy
5. Your People Strategy
6. Your Marketing Strategy
7. Your Systems Strategy

Before you start your business, or before you return to it tomorrow, ask yourself the following questions:

1. What do I wish my life to look like?
2. How do I wish my life to be on a day-to-day basis?
3. What would I like to be able to say I truly know in my life, about my life?
4. How would I like to be with other people in my life – my family, friends, business associates, customers, employees, and community?
5. How would I like people to think about me?
6. What would I like to be doing two years from now? Ten years? Twenty years? When my life comes to a close?

7. What specifically would I like to learn during my life – spiritually, physically, financially, technically, intellectually? About relationships?
8. How much money will I need to do the things I wish to do? By when will I need it?

Your Strategic Objective – Is a very clear statement of what your business has to ultimately do for you to achieve your Primary Aim.

The First Standard of Your Strategic Objective is Money – Gross revenues. How big is your vision? How big will your company be when it is finally done? Will it be a \$300,000 company? A million-dollar company? A \$500-million company?

What Kind of Business Am I In? – What the customer feels about your business, not what the customer feels about the commodity.

“In the factory Revlon manufactures cosmetics, but in the store Revlon sells hope.”

Your Central Demographic Model customer buys for very particular reasons, none of which are rational or even explicable! Yet he buys or does not.

Central Psychographic Model.

Standards Three Through? – There is no specific number of standards in your Strategic Objective. There are only specific questions that need to be answered:

1. When is your Prototype going to be completed? In two years? Three? Ten?
2. Where are you going to be in business? Locally? Regionally? Nationally? Internationally?
3. How are you going to be in business? Retail? Wholesale? A combination of the two?
4. What standards are you going to insist upon regarding reporting, cleanliness, clothing, management, hiring, firing, training and so forth?

Your Organizational Strategy – But a partnership that is also a family business? No, Jack and Murray decide to do it a different way.

Sitting there at the kitchen table, Jack and Murray each take a blank piece of paper and print their names at the top of the page.

Under each name they print “Primary Aim.”

For the next hour or so, Jack and Murray each visualizes how he would like his life to look and writes his conclusions on the page in front of him.

Then they spend another hour or so talking about what they wrote, sharing their personal dreams with each other, perhaps discovering in that hour more about each other than they had known in all their years as brothers.

Murray also agrees to create a questionnaire and mail it to a sample of their Central Demographic Model consumers to find out how they feel they are treated by other widget companies. At the same time, Murray is to personally call 150 of those consumers. He will conduct a Needs Analysis to get a better understanding of how they think and feel about widgets. What do widgets mean to them? How have widgets changed their lives? If they could have any kind of widget at all, what would it look like? How would it feel to use it? What do they want a good widget to do for them?

Murray agrees to do the research by a certain date.

Since their Strategic Objective has indicated how they will be doing business (One location, assembling and selling widgets and widget-related accessories to a specific consumer within the territory described as North Marine West), Jack and Murray agree that their Organization Chart will require the following positions:

1. President and Chief Operating Officer (COO), accountable for the overall achievement of the Strategic Objective and reporting to the SHAREHOLDERS who include, on an equal basis, Jack and Murray.
2. Vice President/Marketing, accountable for finding customers and finding new ways to provide customers with the satisfactions they derive from widgets, at lower cost, and with greater ease, and reporting to the COO.
3. Vice President/Operations, accountable for keeping customers by delivering to them what is promised by Marketing, and for discovering new ways of assembling widgets, at lower cost, and with greater efficiency so as to provide the customer with better service, reporting to the COO
4. Vice President/Finance, accountable for supporting both Marketing and Operations in the fulfillment of their accountabilities by achieving the company's profitability standards, and be securing capital whenever it is needed, and at the best rates, also reporting to the COO>
5. Reporting to the Vice President/Marketing are two positions: Sales Manager and Advertising/Research Manager.
6. Reporting to the Vice President/Operations are three positions: Production Manager, Service Manger, and Facilities Manager,

7. Reporting to the Vice President/Finance are two positions: Accounts Receivable Manager and Accounts Payable Manager.

A Position Contract (as we call it at GERBER Business Development Corporation) is a summary of the results to be achieved by each position in the company, the work the occupant of that position is accountable for, a list of standards by which the results are to be evaluated, and a line for the signature of the person who agrees to fulfill those accountabilities.

Jack and Murray know that a Position Contract is not a job description.

It is a contract, rather than just a description, between the company and an employee, a summary of the rules of the company's game.

It provides each person in an organization with a sense of commitment and accountability.

Accountability literally means "stand up and be counted."

Therefore, the Position Contract is the document that identifies who is to stand up and what they are being counted on to produce.

Prototyping the Position: Replacing yourself with a System – Having created a picture of the business as it will look when it is finally done, Jack and Murray start the prototyping process.

But at the *bottom* of the organization, not at the top.

They start working on the business where they start working in the business.

In the position of Salesperson and Production Person and Accounts Receivable Clerk.

Not as the owners or partners or shareholders. Not as the COO or the VP/Marketing.

But as *employees*, at the very bottom of the organization. Doing Tactical Work, not Strategic Work.

Tactical Work is the work all technicians do.

Strategic Work is the work their managers do.

If Jack and Murray's business is going to thrive, they have to find other people to do the Tactical Work so as to free Jack and Murray to do the Strategic Work.

The Organization Chart is the means through which that critical transition can be made.

Let us watch as Jack and Murray go through the same growth process they experienced at the beginning of this prototyping the positions in their Organization Chart.

Jack and Murray go to work in their business. But now with a difference. They are no longer interested in *working in their business*. They are now focused on *developing a business that works*. To do that they begin to work in an entirely different way.

As Murray goes to work *in* the position of Salesperson, he also goes to work *on* the position of Salesperson as Vice President/Marketing.

As Jack goes to work *in* the position of Production Person, he also goes to work *on* the position of Production Person as Vice President/Operations.

In other words, Murray and Jack start building their business by looking at each position in the business *as though it were a Franchise Prototype of its own*.

As Murray goes to work *in* the position of Salesperson as a Salesperson, he also goes to work *on* the position of Salesperson by implementing the Business Development Process of Innovation, Quantification, and Orchestration.

Only when the *Sales Operations Manual* is complete does Murray run an ad for a salesperson.

And as Murray interviews the candidates, he shows them the *Sales Operation Manual* and Widget Makers' Strategic Objective, and explains how they were created and why.

That your Organization Chart flows down from your Strategic Objective, which in turn flows down from your Primary Aim.

"What you are saying is that I need to create an Organization Chart for All About Pies as it will look when it is done, seven years from now, rather than the way it is now?"

"Yes," I responded.

"And that once I have created that Organization Chart, I need to put my name in all the positions I currently fill?"

"Right again," I answered.

"And that I need to create very detailed descriptions of each one of those positions, and then sign the Position Contracts for each, as though I were an employee taking responsibility for each job? Do you mean I actually need to sign each Position Contract, exactly as though I were that employee?"

Your Management Strategy – What you need is a Management System.

A Management System *is a System designed into your Prototype to produce a marketing result*.

And the more automatic that System is, the more effective your Franchise Prototype will be.

Management Development – the process through which you create your Management System, and teach your up-and-coming managers to use it – is not a management tool as many people believe. It is a *marketing* tool.

Its purpose is not just to create an efficient Prototype but an effective one

And an effective Prototype is a business that finds and keeps customers – profitably – better than any other.

Let us look at how such a system was put into practice by a resort hotel I have patronized over the past 17 years.

A Match, a Mint, a Cup of Coffee, and a Newspaper – “This group of pages is yellow. Everything in the *Manual* is color coded. Yellow has to do with Room Setup. Blue, with Guest Support Services. For instance, when we light your fire at night, put the mints on your pillow, and so on.

“There are eight packages of checklists for each Room Support Person waiting in their mailbox when they come in every day. Each package of checklists is used for one of the eight rooms the Room Support Person is accountable for.

“As a Room Support Person goes about the process of taking care of his or her eight rooms, a checklist is completed to confirm that each accountability was performed according to the standards. As you can see, here at the bottom of the checklist is a place for the RSP to sign, indicating that he or she did the prescribed work.

“To sign and not to have done the work is grounds for instant dismissal.

“But there is another part of the system that really makes it work.

“On the back of each checklist is a drawing of the specific room that identifies each task to be completed, and the order in which it has to be done. The drawing takes the RSP through the routine, and as they complete each task, they check off the corresponding part of the drawing to show that it was done.

“With this drawing we can train new people almost instantly and have them producing a result identical to that of a person who has been with us for quite some time.

“As added insurance, my RSP Supervisors run spot checks every day to make certain that any errors are caught in time.”

He paused and smiled. “But there are rarely any errors. The system works like a charm.

“There is an equally effective system for everything we do here. The fact is, the owner worked it all out in advance. The lighting, the sauna, and the pool are timed electronically and synchronized with the seasons, so that they deliver a predictable result to

the guests. For example, you might have noticed that at night the outdoor lights increase in intensity as it gets darker. That is done automatically. No one has to think about it.”

Your People Strategy – “The first thing that surprised me when I came to work here was that the owner took me seriously,” said the Manager.

“It was like the hotel was an expression of who he was, a symbol of what he believed in.

“I’ll never forget my first day here,” he went on. “It was like I was being initiated into a fraternity or something.

“He seemed to be saying that what we were going to talk about was the most important thing on his agenda that day, that discussing my job was more important to him than doing the work that was going on at the time.

“He said, ‘The work we do is a reflection of who we are. If we are sloppy at it, it is because we are sloppy inside. If we are late at it, it is because we are late inside. If we are bored by it, it is because we are bored inside, with ourselves, not with the work. The most menial work can be a piece of art when done by an artist. So the job here is not outside of ourselves, but inside of ourselves. How we do your work becomes a mirror of how we are inside.’”

The Manager continued, as if the owner were talking through him. “Work is passive without you. It can not do anything. Work is only an idea before a person does it. But the moment a person does it, the impact of the work on the world becomes a reflection of that idea – the idea behind the work – as well as the person doing it.

“In the process, the work you do becomes you. And you become the force that breathes life into the idea behind the work.

“You become the creator of the impact on the world of the work you do.

“There is no such thing as undesirable work. There are only people who see certain kinds of work as undesirable. People who use every excuse in the world to justify why they have to do work they hate to do. People who look upon their work as a punishment for who they are and where they stand in the world, rather than as an opportunity to see themselves as they really are.

“What the Boss said is that people like that do not bring life to the idea of the work they do, they bring death to it.

“The result of that is always what we experience as the sloppy, inconsiderate, inconsistent, and inhuman transactions that take place between most business and the people who buy from them. Exactly the opposite of what we have here.

“And the reason it is different here is because we give everyone who comes to work at the hotel an opportunity to make a choice. Not after they have done the work, but before.

“And we do that *by making sure they understand the idea behind the work they are being asked to do.*

“I guess that is what excited me most about taking this job,” said the Manager. “It is the very first place I have ever gone to work where *there was an idea behind the work that was more important than the work itself.*

“The idea the Boss expressed to me was broken down into three parts:

“The first says that the customer is not always right, but whether he is or not, it is our job to make him feel that way.

“The second says that everyone who works here is expected to work toward being the best he can possibly be at the tasks he is accountable for. When he can not do that, he should act like he is until he gets around to it. And if he is unwilling to act like it, he should leave.

“The third says that the business is a place where everything we know how to do is tested by what we do not know how to do, and that the conflict between the two is what creates growth, what creates meaning.

“The idea the Boss has about the business comes down to one essential notion. That a business is like a martial arts practice hall, a place you go to practice being the best you can be. But the true combat is not between one person and another as most people believe it to be. The true combat in a martial arts practice hall is between the people *within ourselves.*

“That is what the Boss and I talked about in our first meeting. His philosophy about work and about business. I came to understand that the hotel was the least important thing in our relationship. What was important was how seriously I took to playing the game he had created here.”

The Rules of the Game – As in any game, the “people game” has rules that must be honored if you are to become any good at it.

I have included a few here to give you a taste for them. As for the rest of them, you will have to discover them for yourself by playing a game of your own. You will learn the rules in the process

1. **Never figure out what you want your people to do and then try to create a game of it.** If it is to be seen as serious, the game has to come first; what your people do, second.
2. **Never create a game for your people you are unwilling to play yourself.** They will find you out and never let you forget it.
3. **Make sure there are specific ways of winning the game without ending it.** The game can never end because the end will take the life right out of your business. But unless there are victories in the process, your people will grow weary. Hence, the value of victories now and then. They keep people in the game and make the game appealing, even when it is not.
4. **Change the game from time to time – the tactics, *not* the strategy.** The strategy is its ethic, the moral underpinning of your game's logic. This must remain sacrosanct, for it is the foundation of you and your people's commitment to each other. But change is necessary. For any game can become ordinary, no matter how exhilarating it may be at the beginning. To know when change is called for, watch your people. Their results will tell you when the game is all but over. The trick is to anticipate the end before anyone else does and to change it by executive action. You will know if you have pulled it off by watching how everyone responds to the change. Not at first, however. You can expect some resistance at first. But persist. Your persistence will move them through their resistance into your new and more enlivening game.
5. **Never expect the game to be self-sustaining. People need to be reminded of it constantly.** At least once a week, create a special meeting about the game. At least once a day, make some kind of issue about an exception to the way the game has been played – and make certain that everyone knows about it.
Remember, in and of itself, the game does not exist. It is alive to the degree that people make it so. But people have the unerring ability to forget everything they start and to be distracted by trivia. Most great games are lost that way. To make certain yours is not, do not expect your people to be something they are not. Remind them, time after time, of the game they are playing with you. You can not remind them too often.
6. **The game has to make sense.** An illogical game will abort before it ever gets going. The best games are built on universally verifiable truths.

Everyone should be able to see them if they are to be sufficiently attractive. A game with muddy beginnings will get you nowhere. Know the ground you stand on and then assemble your armament. Sooner or later you will need it. For a game that is not tested is not a game at all.

But remember, you can have the best reasons in the world for your game and still end up with a loser if the logic is not supported by a strong emotional commitment. All the logic does is give your people the rational armament to support their emotional commitment. If their commitment wanes, it means that they – and most likely, you – have forgotten the logic. So wheel out the logic often. Make sure everyone remembers the game’s *raison d’être*.

7. **The game needs to be fun from time to time.** Note that I said, *from time to time*. No game needs to be fun all the time. In fact, a game is often no fun at all. That is part of the thrill of playing a game well: Learning how to deal with the “no fun” part so as to retain your dignity while falling on your face.

At the same time, fun needs to be planned into your game. But make certain that the fun you plan *is* fun. Fun needs to be defined by your people. If it is fun to them, it will work. But not too often, maybe once every six months. Something to look forward to, and something to forget.

8. **If you can not think of a good game, steal one.** Anyone’s ideas are as good as your own. But once you steal somebody else’s game, learn it by heart. There is nothing worse than pretending to play a game.

As the Manager explained it to me, the hiring process was comprised of several distinct components:

1. A scripted presentation communicating the Boss’s idea in a group meeting to all of the applicants at the same time. This presentation described not only the idea but also the business’s history and experience in successfully implementing that idea, and the attributes required of the successful candidate for the position in question.
2. Meeting with each applicant individually to discuss his reactions to and feelings about the idea, as well as his background and experience. At this meeting, each applicant was also asked why he felt he was superbly appropriate for the role the position was to play in implementing the Boss’s idea.

3. Notification of the successful candidate by telephone. Again, a scripted presentation.
4. Notification of the unsuccessful applicants, thanking each for his interest. A standard letter, signed by the interviewer.
5. First day of training to include the following activities for both the Boss and the new employee:
 - Reviewing the Boss's idea
 - Summarizing the system through which the entire business brings the idea to reality
 - Taking the new employee on a tour of the facilities, highlighting people at work and systems at work to demonstrate the interdependence of the systems on people and the people on systems
 - Answering clearly and fully all the employee's questions
 - Issuing the employee his uniform and his *Operations Manual*
 - Reviewing the *Operations Manual*, including the Strategic Objective, the Organizational Strategy, and the Position Contract of the employee's position
 - Completing the employment papers

The System produces the results; your people manage the system.

And there is a Hierarchy of Systems in your business.

This Hierarchy is composed of four distinct components:

- How We Do It Here.
- How We Recruit, Hire, and Train People to Do It Here.
- How We Manage It Here.
- How We Change It Here.

The 'It' of your business is Caring.

Your Marketing Strategy – Notice the shade of blue on the jacket of this book. I call it "IBM Blue." Why? Because it is IBM's color. That is why, I imagine, IBM is called "Big Blue" in the marketplace.

Why that specific shade of blue rather than another? Why blue at all?

Because that shade of blue has an extraordinarily high appeal and preference to IBM's Central Demographic Model. They see that shade of blue and it is love at first sight!

Ever heard the expression, "True Blue"? That is what that particular color is – the color IBM's Central Demographic Model consumer knows it can depend on.

If you know your customer's demographics, you can understand what those perceptions are, and then figure out what you must do to satisfy them and the expectations they produce.

At GERBER Business Development Corporation, we have created tools for our small business clients to begin the often arduous task of making demographic and psychographic determinations, and how to position their Prototype in the mind of their consumer. The impact has been astonishing.

Unless you understand what needs to be done, unless you understand the essential importance of marketing to your Prototype, unless you understand that your customers is far less rational in his convictions and expectations that you had every imagined, unless you understand that your Prototype is your product – all the "how to do it" in the world will not make a bit of difference to you.

How do you do that? You find out on your questionnaire what colors they prefer, what shapes, what words. You find out the brands of perfume they buy, automobiles, clothes, jewelry, and food. You match those brands to the ads and commercials that sell them, and you discover by becoming interested in what messages are being sent to your customers by other companies – who are successfully selling to them – what messages you might send to those customers, who are demographically and psychographically the same as your existing Central Demographic Model, to intentionally come in your door.

How do you find them, those people you have not yet met? You buy a list of those who fit your Central Demographic Model in what you have now determined to be your Trading Zone!

What must our business be in the mind of our customers in order for them to choose us over everyone else?

And so while the VP/Marketing and the VP/Operations and the VP/Finance each have their own specific accountabilities, they share one common purpose – to make a promise their customer wants to hear, and to deliver on that promise better than anyone else on the block!

And the place where they join each other is at the position of COO. The COO is the driver of all this.

Three Kinds of Systems – Hard Systems, Soft Systems and Information Systems

- 1. Hard Systems**
- 2. Soft Systems** – Is a selling system. It is a fully orchestrated interaction between you and your customer that follows six primary steps:

- a. Identification of the specific Benchmarks – or consumer decision points – in your selling process.
- b. The literal scripting of the words that will get you to each one successfully (yes, written down like the script for a play).
- c. The creation of the various materials to be used with each script.
- d. The memorization of each Benchmark’s script.
- e. The delivery of each script by your salespeople in identical fashion.
- f. Leaving your people to communicate more effectively, by articulating, watching, listening, hearing, acknowledging, understanding, and engaging each and every prospect as fully as he needs to be.

Power Point Selling System Process – Is actually a series of scripts defining the entire interaction between the salesperson and the customer. These scripts (or Benchmarks) are:

- The Appointment Presentation
- The Needs Analysis Presentation
- The Solutions Presentation

3. **Information Systems** – For an Information System to interact with the Soft System in our example, it should provide you with the following information:

<u>Information</u>	<u>Benchmark</u>
<i>How many calls were made?</i>	1
<i>How many prospects were reached?</i>	2
<i>How many appointments were scheduled?</i>	3
<i>How many appointments were confirmed?</i>	4
<i>How many appointments were held?</i>	5
<i>How many Needs Analysis Presentations were scheduled?</i>	6
<i>How many Needs Analyses were confirmed?</i>	7
<i>How many Needs Analyses completed?</i>	8
<i>How many Solutions Presentations were scheduled?</i>	9
<i>How many Solutions Presentations were confirmed?</i>	10
<i>How many Solutions Presentations were completed?</i>	11
<i>How many solutions were sold?</i>	12
<i>What was the average dollar value?</i>	13

The information should be recorded on a form, either manually or as a database on your computer. The Information System will track the activity of your Selling System from Benchmark to Benchmark.

Things you need to know in order to develop, control and change your Selling System.

If your Systems Strategy is the glue that holds your Franchise Prototype together, then information is the glue that holds your Systems Strategy together.

My Key Frustrations are:

- Not enough profit
- Not enough personal income
- Can not find good people
- Can not develop capable managers
- Inadequate cash flow
- Not enough sales/customers
- Business depends too much upon me
- I do not have enough time
- Inconsistent operation performance
- Expanding too rapidly
- Need more working capital

IBM envisioned and started acting like the vision from day one.

The commodity is not what is important – the way it is delivered is.

How will my business stand out from all the rest?

Systems dependent rather than people dependent.

Individuals need life structure.

Repetition for customers and employees

Marketing for Business Growth” Theodore Levitt

All about caring.

Construct a business blueprint – Aim>Strategic Objective>Organizational