

# That's Enterprising



December 2015 Volume 3, Issue 9

## Merry Christmas



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A word cloud of terms related to entrepreneurship and business growth. The central and largest text is the URL [www.aibef.org.au](http://www.aibef.org.au). Other visible words include: Reliant, lead, GROWTH, staff, Facilitate, innovation, Support, ideas, networks, enterprise, mentor, time, advice, engage, Time, expertise, Partnerships, Knowledge, Community, Growth, and Inform. The words are arranged in a circular pattern around the central URL.

We have also given some thought to the possibility of merging or affiliating with another like-minded organisation. However, at this time, although it's still on the "drawing board", we have not vigorously pursued this.

Our recent focus has been intent on internal development and updating our Constitution, and in 2016 the focus will be on our members to ensure everyone is engaged, connected and gaining value from their involvement in AIBEF. We are all AIBEF members and the board needs your help... As a member-driven and collaborative organization, AIBEF thrives on the extent that each of us supports the association by your ongoing involvement and support.

In the coming year, we are looking at new and creative ways to strengthen our industry partnerships allowing for additional opportunities for our membership.

- We also hope to grow our membership base and program offerings in order to shape the future of our industry for the benefit of our industry, our Institute and our members.

We are also planning to grow our affiliate membership in an effort to keep the association vibrant and to continue to set the bar for professional excellence for all who are involved in Business and Enterprise Facilitation.

On behalf of the AIBEF Board, I would like to thank you for your continued support of the institute, and trust that you will continue to support us as we strive to provide a better quality service to all members.

- Regards

The Australasian Institute of Enterprise Facilitators (AIEF) was founded in 1997 as a result of the recommendations of the Industry Task Force on Leadership and Management Skills. In their report, entitled *Enterprising Nation*, the taskforce recommended that: “.... a comprehensive accreditation process be established for small business trainers, educators, counsellors, mentors and advisers so as to upgrade the quality of small business advice.”

The AIEF is the Peak Body for Business and Enterprise Facilitation and Facilitators.

Our mission is to be the leader in fostering excellence, integrity and professionalism in our industry, and to establish and maintain the high standard of skills required for enterprise facilitation.

The AIBEF is an Incorporated Association with members drawn from many diverse industries within Australia and New Zealand.

What unites our members is the common theme that they are all involved (in some manner) in the facilitation of assisting individuals, groups and/or communities develop, start and/or grow business and enterprise initiatives.

Post-nominals for Members of the Australasian Institute of Business and Enterprise Facilitators are (MAIBEF) and Fellow of the Institute of Enterprise Facilitators (FAIBEF) in Australia and New Zealand.



# Something To Say?



## **“That’s Enterprising” is an Excellent Read**

Thank you for sending me this great publication. I find TE informative and diverse.

Like one of your other readers (*Roy Knight*) wrote in the June edition in the *Something To Say* column, I also enjoy reading both the “Inventors and Inventions” page as well as “Look Inside”, where I have found some interesting reading through your book recommendations.

However, the various articles that your business expert authors contribute are not only exceptionally interesting, but are very, very helpful.

I have tried a couple of their suggested methods of marketing ideas, not only for myself, but also for some of my clients.

In fact lately, I have been sending “That’s Enterprising” out to my client database, with some good feedback from a number of them.

I have been a management consultant for over 20 years now, and work with both small and medium firms, and I would be happy to offer to contribute an article from time-to-time if this is appropriate.

Again, thank you to all involved for this excellent e-zine and also the time and effort taken to put this together.

*Peter Athey  
Specialized Management Services  
Morayfield Qld.*

## **Customer Loyalty: There’s No Such a Thing**

I am seeking your feedback, and I would be grateful for a response from any of your members who may see this a little different to me:

Letters and Article  
contributions from  
AIBEF Members and  
readers are most welcome  
Please send your letters to  
[info@aief.org.au](mailto:info@aief.org.au)

When companies talk about customer loyalty they are, in my opinion, misleading themselves. Dogs are loyal, customers aren't. Many businesses spend an inordinate amount of time and money trying to maintain or create loyal customers.

The truth however, I believe, is that customers are never loyal. Being loyal means that they will stay with you through good and bad times.

Customers won't do that, and this has been proven more recently, particularly with the soaring numbers of “loyal” customers who have turned to the Internet to make many of their purchases.

Loyalty programs have been around now for many, many years, particularly in the hospitality and retail industry.

We have all seen the loyalty cards from McDonalds; Coffee Club etc., and naturally, the smaller hospitality outlets have to also offer their loyalty card programs simply to compete with the ‘big boys’.

And how many of us have a VIP membership card for Rydges Resorts or one of the other resort chains?

Don't kid yourself that a customer will choose your motel or resort because of your VIP loyalty programme – they probably have a card for your competitors too.

What will ultimately determine their choice of where to stay is location and price. They will not go miles out of their way to stay because of a membership programme and they will not pay any more than they have to,

especially if it is their own money they are using.

Yet, in spite of all the effort, time and money being poured out to build your brand and your customers, consumer loyalty is far more fragmented than most believe.

In fact, we see very little difference in loyalty among the most valuable and least valuable customers. Just have a look at some of the ‘reward’ programs that are out there:

- Flybuys
- Virgin’s Velocity and Frequent Flyers
- Woolworths Everyday rewards
- Coles Rewards card
- American Express “Refer a Friend”
- All the Health Insurance Reward programs

..... The list goes on and on.

And what about the last time you had to renew your car or household insurance. It’s quite normal now to find offers enticing new customers by providing a discount, but they never offer these discounts, benefits or ‘freebies’ to their existing customers.

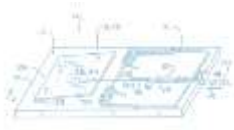
**What a joke!** ... you may be a loyal customer of one of the health insurance firms for the past 15 years. Yet, you don’t get offered free gym membership, or free gift cards.; **It’s only for new members.**

For instance, check this out at [NIB](#) “Free \$100 Gift Card - **offer only available to new members**” ... I’ve been with them for years - where’s mine? ... Oh! That’s right. I’m already a loyal customer.

*Darryl Taylor  
The Men’s Locker  
Lane Cove NSW*



# Inventors & Inventions



## The Humble Toothbrush

**William Addis** (1734-1808) was an English entrepreneur

believed to have produced the first mass-produced toothbrush in 1780.

Addis was born in 1734 in London England. In 1770, Addis had been jailed for causing a riot. While in prison, and observing the use of a broom to sweep the floor, he decided that the prevalent method used to clean teeth at the time – crushed shell or soot – was ineffective and could be improved.

To that end, he saved a small animal bone left over from the meal he had eaten the previous night, into which he drilled small holes. He then obtained some bristles from one of his guards, which he tied in tufts that he then passed through the holes in the bone, and which he finally sealed with glue.

After his release, he started a business that would manufacture the toothbrushes he had built, and he soon became very rich. He died in 1808, and left the business to his eldest son, also called William, and it stayed in family ownership until 1996.

Under the name Wisdom Toothbrushes the company now manufactures 70 million toothbrushes per year in the UK. By 1840 toothbrushes were being mass-produced in England, France, Germany, and Japan.



## First Programmable Computer

**Konrad Zuse** (Born 22 June 1910 – 18 December 1995) was a German civil

engineer, inventor and computer pioneer.

His greatest achievement was the world's first programmable computer; the functional program-controlled [Turing-complete Z3](#) became operational in May 1941. Thanks to this machine and its predecessors, Zuse has often been regarded as the inventor of the modern computer.

Zuse was also noted for the S2 computing machine, considered the first process-controlled computer. He founded one of the earliest computer businesses in 1941, producing the [Z4](#), which became the world's first commercial computer. From 1943 to 1945 he designed the first high-level programming language, [Plankalkül](#). In 1969, Zuse suggested the concept of a [computation-based universe](#) in his book *Rechnender Raum* ([Calculating Space](#)).

Much of his early work was financed by his family and commerce, but after 1939 he was given resources by the Nazi German government

There is a replica of the Z3, as well as the original Z4, in the Deutsches Museum in Munich. The Deutsches Technikmuseum in Berlin has an exhibition devoted to Zuse, displaying twelve of his machines, including a replica of the Z1 and several of Zuse's paintings.



## First Windshield Wiper

**Mary Anderson** (1866–1953) was an American real estate developer, rancher,

viticulturist and inventor of the windshield wiper blade. In November 1903 Anderson was granted her first patent for an automatic car window cleaning device controlled inside the car, called the windshield wiper.

Mary was born in Greene County, Alabama, and in 1889 she moved with her widowed mother and sister to the booming town of Birmingham, Alabama. She built the Fairmont Apartments on Highland Avenue soon after settling in. By 1893, Mary Anderson had moved west to Fresno, California where until 1898 she operated a cattle ranch and vineyard.

In 1902, in a trolley car on a frosty day, she observed that the motorman drove with both panes of the double front window open because of difficulty keeping the windshield clear of falling sleet. She designed a hand-operated device to keep a windshield clear and had a local company produce a working model. In 1903 Mary was granted a 17-year patent for a windshield wiper. Her device consisted of a lever inside the vehicle that controlled a rubber blade on the outside of the windshield. The lever could be operated to cause the spring-loaded arm to move back and forth across the windshield. A counterweight was used to ensure contact between the wiper and the window



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## The Top 7 Mistakes Entrepreneurs Make With Mentors

A business mentor is someone with a lot more experience who is willing to teach you what they know.

But there are common persistent mistakes that entrepreneurs make when consulting a mentor. Let's examine each one, and find out ways you can avoid falling into the same trap.

### **Mistake 1: Choosing an unenthusiastic mentor**

Not everyone will be knowledgeable about your industry or even understand your business – especially if it's something completely new. Think twice about engaging with a mentor who doesn't seem interested in your vision.

Instead, choose someone who displays clear enthusiasm in what you are trying to achieve. You don't necessarily want someone to gush about your business, and you do need a mentor who will point out issues. But there's a difference between a mentor who delivers tough love – versus someone who squelches your dreams.

### **Mistake 2: Setting expectations too low**

Everyone who goes into business for themselves has an idol. Maybe it is Steve Jobs, Bill Gates or Richard Branson?

Don't expect a mentor to be a billionaire like Branson or Gates. But do set your sights on someone you look up to and reach out to that person.

The worst he or she can do is say no, and what have you really lost? A few hours of your time? But then

again, the person might say yes!

### **Mistake 3: Expecting your mentor to do your work**

A mentor is not an unpaid employee or contractor. A good mentor will be extremely busy with his or her own business matters. He or she will make time for you, but will lose patience if you try to palm off your workload. If your mentor is a consultant, attorney, accountant, etc., don't expect the mentor to perform those services for your company without compensation.

### **Mistake 4: Not accepting input**

Once you decide to go into business for yourself, you need an open mind and a thick skin. People will not always agree with you, and in order to make changes, you have to be willing and able to accept constructive feedback. Freaking out when someone criticizes your business is not going to endear you to your mentor.

So sit back, take a deep breath, and invite your mentor to take a no-holds-barred approach to your business. Invite input, no matter how much "tough love" you're getting. Then take that input to make your company better.

### **Mistake 5: Doing all the talking**

It can be easy for you to launch into talking about your aims, ambitions, and ways of doing things – and never come up for air.

But you are not going to learn anything if you don't allow the mentor to speak and impart his or her wisdom. Remember to ask questions, listen and take copious notes.

### **Mistake 6: Worrying about secrets**

You may feel sensitive about your business secrets. And in some cases,

the need for secrecy may be justified, such as in the case of patentable inventions.

If you truly feel you have a patentable invention or trade secret, talk with an attorney about what you need to do to protect your rights, including asking the mentor to sign a non-disclosure agreement.

Unless your attorney tells you it involves something requiring extreme confidentiality for legal reasons, open up so you can get value out of the relationship with your mentor.

### **Mistake 7: Being too persistent and needy**

Mentors are busy people, with schedules as long as your arm.

That is why constantly bombarding them with phone messages, emails, and text messages; asking constant questions; and demanding more and more of their time is going to lead very quickly to you and the mentor parting company.

So take a chill pill, keep all your questions written down for your next mentoring session, and give your mentor the space to get on with his or her business and life. Be a respectful colleague — not a stalker.

Having a business mentor can have big positive advantages for the future evolution of your company — if it is done properly. Hopefully, the seven common issues outlined here will help you from falling into the same trap as other entrepreneurs and lead to a fruitful mentorship relationship.





# Coach; Mentor; Facilitator; What's the Difference? Why the Controversy?

Coach, Mentor, Facilitator, Advisor, Consultant .... Is there a difference? Often it's just a matter of opinion, and the answer often depends on who you might ask.



[Ann Rolfe](#) of Mentoring Works who is an author, trainer and speaker with over thirty years experience in adult

learning and career development also believes it depends on who you ask.

*"People seek distinctions between mentoring and coaching and arguments can become quite vehement between various schools of thought."*, said Ann.

Business and career counselling materialised during the recession of the early 1990s when commercial enterprises trained career counsellors and coaches. Executive, personal and business coaches came into vogue and life coaching became popular.

Coaching and counselling became an industry, without regulation, and virtually anyone could set up a business as a coach or counsellor.

Ann Rolfe believes that coaching is still way ahead of mentoring in terms of accreditation with numerous reputable training courses leading to certification available through the International Coach Federation.

However, It is hard to find accredited mentor training.



[Jennifer Wild](#), President of the International Association of Facilitators, says: *"Many novice and experienced facilitators struggle with differentiating*

*the methods of training, facilitating, coaching, and mentoring. These concepts can be confusing because, during any given session, a seasoned facilitator can move effortlessly from one method to another in what appears to be a seamless interaction."*

Today, nothing emphasises empowerment more than facilitation.

The role of facilitator only emerged as a separate set of skills in the 1980s. It has similarities to the traditional coach or mentor roles, but goes beyond them to actively participate and guide the individual or group towards identifying problems and developing solutions.

Often disregarded by those untrained in facilitation, setting ground rules is a key component of the facilitation process especially in meetings convened to discuss difficult problems or for training.

Certain aspects feature highly such as:

- being open to suggestions
- building on what has been developed
- allowing others space (to speak or express themselves)
- mutual respect

These are all closely associated with the idea of facilitation as a tool of empowerment.

A **facilitator** helps an individual or group of people in a business to reach an outcome or decision for which everyone will take responsibility and be fully committed.

A facilitator helps by providing a structure to a process enabling cooperative decision-making. You must note that a facilitator doesn't lead, but rather guides. In the simplest terms, they are consensus builders.

As a facilitator, you will serve three functions:

1. **Intervention:** You help the client(s) by guiding the conversation along a productive avenue. You also create a safe environment that is receptive to the exchange of constructive feedback.
2. **Encourage objectivity:** You help the client(s) take a step back and observe and interact objectively. You help them theorize and experiment with new approaches of accomplishing goals, objectives, tasks or problem solving.
3. **Understanding the learning process:** You help clients understand their respective learning processes.

This should help put issues in a more positive light and help facilitate a resolution by clients learning about their issues from different perspectives and different approaches to solutions.







# Facilitating Change in Your Client's Organisation



At some point in time, many businesses have a range of products and services available to customers. These businesses have worked hard to develop and market these products, struggling to create something unique that can be distinguished from those of their competition.

But in business (and life too) nothing stays the same. A fierce competitor comes onto the scene, and starts to develop a strong marketing campaign and begins to attract your clients' customers away from the business.

You are working with one of these firms, and you have recognised there is a need for change within the organization. The difficulty may be that you will have to convince your client of the need for change.

## The need for continual business growth

The most functional and successful businesses are those that are able to challenge the current status quo they have made and build something new, even at the cost of moving on over time from what they once created and made successful.

Change occurs in every type of business, particularly during turbulent financial times.

Developing the skills to facilitate and manage organizational change requires enhanced leadership abilities. Working on your marketing skills allows you to promote new ideas effectively while improving your communications helps you get the point across to your reluctant client or business owner.

If you understand the stages people typically go through when dealing with change you can successfully

facilitate and manage transitions and mitigate problems.

[Sandra Stopher](#) a supporter of the *Transtheoretical Model* (Prochaska and DiClemente, 1982) tells us: Originating in the psychotherapy field, the relevance of the Transtheoretical Model (TTM) to facilitation has been explored as it can provide a useful guide to the different stages someone



moves through when seeking change (Grant, 2010).

The model asserts that there are five main stages of change;

- Pre-contemplation,
- Contemplation,
- Preparation,
- Action and
- Maintenance.

There is also an additional stage which may be present, depending on the circumstances (Relapse). The model is cyclical, with progression between the stages varying from person to person.

The baseline is created by identifying the dissatisfaction, vision, first steps, and change resistance for each stakeholder involved with your change program. One method is using a spreadsheet application, make a table listing the stakeholders and each area of investigation:

- **Who** are the stakeholders?
- What are their expectations?
- How do they **feel** about the planned changes (**Vision**)?
- What **steps** will provide a good Return on Investment (ROI)?
- And finally: What **resistance**

must be overcome to succeed?

## Communicate Change Details

One way to facilitate change is to define what needs to change in as much detail as possible. For example, you can't just say, "Salespeople need to be *friendlier* to customers." You have to define "friendly". You have to communicate the characteristics of friendly behavior, such as "greet customers warmly", "ask about their concerns", or "address them by name". Once you know what the behaviour looks like, translate it in detail.

## Communicate Successful Change

Always acknowledge your clients contributions. In order to facilitate change, you must focus your attention on people who change and ignore those who do not. This will send the message to others that you value the changes made and, in turn, encourage others to participate in the change program.

## Measure Change Progress

Make sure you have a regular method to communicate where the organization stands with respect to the change program.

Is the current dissatisfaction, vision, and first steps level greater than the *resistance to change*?

Recognize that people adjust differently to changes. In the beginning, people don't know what to expect and wait with anticipation. Some may become angry and confrontational.

When they realize that change is actually going to happen, people experience sadness about leaving behind the past.

Finally, they begin to accept the change and move forward. Learn to be patient when dealing with change.





[www.pinterest.com](http://www.pinterest.com)

# About Motivation

## Can We Really Motivate Others?



[www.charlesstone.com](http://www.charlesstone.com)

At a simple level, it seems obvious that people do things, such as go to work, run a business, encourage others, push themselves, etc. etc., in order to achieve things they want and to avoid things they don't want.

In other words, you have certain needs or wants and this causes you to do certain things (behaviour), which satisfy those needs (satisfaction).

It's a known fact that corporations all over the world contract Motivation Speakers to give their staff a "pep talk". These motivational speakers can charge up to \$20,000 a day, and their talks are meant to encourage and inspire people to achieve new heights in their endeavours.

[Wikipedia](#) tell us: A **motivational speaker** or **inspirational speaker** is a [speaker](#) who makes speeches intended to [motivate](#) or inspire an audience. [Business](#) entities may employ motivational speakers (for example) to communicate company strategy with clarity, to help employees to see the future in a positive light, and to inspire workers to pull together.

Every day of the week (and many weekends) there are business breakfasts and/or evening business functions held all over Australia, and business owners will eagerly attend these functions, in the hope and anticipation of being motivated by the Speaker/Presenter and perhaps, learning something new to improve their business and/or their life.



However, [Glenn Harrison](#) - an international emotionally intelligent trainer and coach, and also an expert in body language

- has a different view on Motivation.

Glenn believes that you can't really motivate people, but people can motivate themselves.

Motivation is when you are driven into action by something, or someone, that urges you to move. It can be as simple as throwing your leg out of bed in a morning, because you are motivated to get to work, to pay the bills.

It's as simple as being motivated to eat. Hunger motivates you into action.

What leaders and managers should be saying is something like "*How do I inspire the team, or a particular person, to follow the company vision, and work to their best ability?*" How do I make them hungry to achieve?

Motivation comes from within; and it stems from desire, for example:-

- Desire to be the best you can be.
- Desire to be recognised.
- Desire to achieve.
- Desire for security.
- Desire to earn more money.
- Desire for status or even desire for control.

In order to generate this desire, we often have to inspire someone to 'want' that desire...

And that's the skill requirement of the leader.

To enable that skill, the leader has to be able to communicate effectively with emotional intelligence. The leader has to be able to understand the motivational needs and barriers to that desire.

Motivating yourself can be simple

for some people, but what if you have the need to motivate others. Motivation can come in all forms. Perhaps you are a parent and need to get your child to clean his or her room or maybe you have a teen that needs to make better grades.

You could even be an employer that needs to get your employees excited about a new job or task. You can motivate others and sometimes the easiest way is by example.

**Motivation is the reason why we do certain things.** All people are different and will respond differently to motivation.

Some are intrinsically motivated, meaning that they have the ability to get themselves ready without the need of others.

Others are extrinsically motivated, meaning that they need something such as rewards or encouragement to stay motivated. When you have the need to motivate others, it is helpful to know and understand what makes each person feel motivated.

In order to motivate others, whether it is your child, spouse or employee, **the first step of motivation is purpose.** You must make them understand that the job or task you need them to complete has a purpose.

Without a purpose, the person might wonder why that particular job or task is important. If they fail to see a purpose, they might not see that the job is important and it will be difficult for them to become motivated.

When you explain, or show that person that you need the task completed and why, they will better understand why it needs to be completed.







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## Do I Need A Marketing Plan?



One of the most important, yet often overlooked areas for the small business owner is the development of a marketing plan.

In reality, it's unlikely that any business makes a conscious choice NOT to have a marketing plan.

However, it's also a stark reality that many small business owners, once they start operating their business, start to think along the lines that a marketing plan is really for BIG BUSINESS, not for me.

Larger corporations also have the internal resources and have the knowledge and the staff to develop a rock-solid marketing plan. But that's no reason why a smaller business can't benefit from a similar approach.

An effective marketing plan will act as a reference document to help you to execute your marketing strategy.

A marketing plan is your guide to successfully promoting and growing your business. A good marketing plan will help you answer some key questions about your business: How will you position your company in the market?

How will you differentiate from your competitors? How will you reach your customers? What are your sales goals? Where will you advertise?

All of these are important questions that as a business owner and entrepreneur, you need to be able to answer.

It will also help you to develop a

methodical approach to creating services and products that satisfy your customers' needs.

When writing a marketing plan you need to be clear about your marketing objectives and how you're going to achieve them. A good marketing plan sets realistic and measurable objectives; includes budgets and action plans, and allocates responsibilities.

Your marketing plan should include the following elements:

- A summary of your marketing plan
- Background analysis of your business and market
- Marketing objectives and strategy of your business
- Your marketing mix
- Action plans and budgets
- Organisational implications and contingencies
- Evaluation and monitoring strategies
- Supporting documents

*And keep it up to date*

Planning your marketing should be an ongoing business activity. As the market conditions and your business change, you will need to revisit many of the ideas and strategies outlined in your marketing plan.

By referring to your plan regularly, you will ensure that your business

keeps heading in the right direction.

When developing your marketing plan, you should also consider the following:

1. **Gather together your key business documents.** This includes business plans, budgets, resumes, forecasts and registration documents. Having the right information on hand will mean you can be more accurate in your forecasts and analysis as you move through the marketing plan template.
2. **Take your time and consider your specific needs.** Work through the template at your own pace. Start by deciding which sections are relevant for your business and set aside the sections that don't apply. You can always go back to the other sections at a later date.
3. **Decide on your audience.** It's also important to consider your audience when writing your marketing plan.  
  
Will the plan be used internally? Or will you be sharing it with others? Deciding on the purpose of the plan can help you target your answers appropriately.
4. **Ask for some assistance.** If you aren't confident in completing the marketing plan yourself, you can enlist the help of a professional (i.e. business adviser or accountant) to look through your plan and provide you with advice.





# Look Inside

Business Book Review

## *The Lean Startup:*

*How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses* is a [New York Times best seller](#) by [Eric Ries](#)



Too many startups begin with an idea for a product that they think people want.

They then spend months, sometimes years, perfecting that product without ever showing the product, even in a very rudimentary form, to the prospective customer.

When they fail to reach broad uptake from customers, it is often because they never spoke to prospective customers and determined whether or not the product was interesting. When customers ultimately communicate, through their indifference, that they don't care about the idea, the startup fails.

The Lean Startup provides a scientific approach to creating and managing startups and get a desired product to customers' hands faster. The Lean Startup method teaches you how to drive a startup -how to steer, when to turn, and when to persevere -and grow a business with maximum acceleration. It is a principled approach to new product development.

It elucidates the business strategy of the same name that aims to change the way that companies are built and new products are launched.

Ries developed the idea for the Lean Startup from his experiences as a startup advisor, employee, and founder. His first startup, Catalyst Recruiting, failed because they did not understand the wants of their target customers, and because they focused too much time and energy on the initial product launch.

After Catalyst, Ries was a senior software engineer with There, Inc., which had a failed expensive product launch.

Although the lost money differed by orders of magnitude, the failures of There, Inc. and Catalyst Recruiting share similar origins, with Ries stating that "it was working forward from the technology instead of working backward from the business results you're trying to achieve."

Ries began to develop the lean startup philosophy from these experiences, and from others observed by working in the high - tech entrepreneurial world

## *Built to Last:*

*Successful Habits of Visionary Companies* By [Jim Collins](#) and [Jerry Porras](#)

*In a world of constant change, the fundamentals are more important than ever.*



In this era of dramatic change, we're hit from all sides with lopsided perspectives that urge us to hold nothing sacred, to "re-engineer" and dynamite everything, to fight chaos with chaos, to battle a crazy world with total, unfettered craziness.

The text outlines the results of a six-year research project into what makes enduring great companies.

Two primary objectives for the authors' research were: "to identify underlying characteristics are common to highly visionary companies" and "to effectively communicate findings so they can influence management." The research conducted by Collins and Porras and articulated in *Built to Last* is presented with examples based on stories and validated by research data. The book is "one of the most influential business books of our era."

Collins and Porras listed a total of eighteen companies they identified as 'visionary.'

They defined a visionary company as one that is a premier institution in its industry, is widely admired by knowledgeable businesspeople, made an imprint on the world, had multiple generations of Chief Executive Officers (CEOs), had multiple product/service life cycles, and was founded before 1950.

The list of visionary companies was determined based on the results of a survey of 1,000 CEOs. The authors ensured representation across all industries and various sized organizations by sampling from Fortune 500 industrial companies, Fortune 500 service companies, Inc. 500 private companies and Inc. 100 public companies.

The survey yielded a 23% response rate with 3.2 companies listed per response. An important caveat the authors express is the fact that through their research, they can claim a correlation, not a causal link between their findings and the success of companies.



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## 16 Powerful Ideas to Reward Your Team

### Editor's Note:

*Dr. Tim Baker is an international consultant, successful author, keynote speaker, master trainer, executive coach, university lecturer and skilful facilitator.*

*In a nutshell, he has conducted over 2,430 seminars, workshops and keynote addresses to over 45,000 people in 11 countries across 21 industry groups.*

*"Dr Baker leads the world in offering an innovative new approach to appraising employee performance. His research and energy in the specialised field of performance management is evidenced by his international profile as a renowned speaker, management consultant and facilitator." Stephen Hartley, Australia's leading expert on project management and author of Project Management: Principles, Processes and Practices.*

Most companies are adopting an 'employer of choice' strategy but most are adopting it superficially. *Attracting and Retaining Talent* offers a practical roadmap for developing a new, more productive workplace culture; one that examines the employment relationship, reflecting the changing needs of the modern employee, and the interests of the progressive organization.

This new way of relating is the cornerstone for being an employer of choice and for attracting the most talented workforce.

Here are nine practical and powerful ideas for extrinsically rewarding a high performing team:

1. Giving verbal praise at a team meeting;

2. Inviting the team to present its work at a whole-of-staff meeting;
3. Prominently displaying a poster showing team photographs and accomplishments in the lunch room;
4. Sending the team on an outing, such as a boat trip or to a sporting event;
5. Inviting the team to the business owner's home for a barbecue;
6. Placing a photograph and story about the team in the company newsletter or community newspaper;
7. Encouraging team members to attend and present at professional conferences by paying travel expenses;
8. Asking the GM to attend a team meeting to praise its performance; and
9. Giving each team member a T-shirt, hat, or mug with his or her name (or team's name) on it.

On the other hand, some people respond better to intrinsic rewards.

Here are seven ideas:

10. Asking the team to accept a new challenge to resolve in the business;
11. Giving the team the opportunity to meet off-site at a nice venue;
12. Giving the team improved resources, such as new equipment;
13. Asking the team's opinion about how to handle problems or new business opportunities;
14. Asking the team to help another

team start up or solve a problem;

15. Offering to pitch in and help the team directly; and

16. Empowering the team to act independently.

Both extrinsic and intrinsic rewards are effective in rewarding and reinforcing exceptional team performance.

Their value will depend on the team's preference, the culture of your business, and the resources at the disposal of the manager or business owner. A combination is often the most effective form of recognition.

The key message here is: If we want good team work then we must be prepared to reward it when it occurs.

*This is an extract from Tim Baker's latest book - [Attracting and Retaining Talent: Becoming an Employer of Choice](http://www.winnersatwork.com.au).*

*Dr Tim Baker is an international consultant and author of four books. (<http://www.winnersatwork.com.au>) He was voted one of the 50 Most Talented Global Training & Development Leaders by the World HRD Congress last year.*

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## You are the average of the six people you spend the most time with

If you think about the above statement, are you happy with your network or is it time for an upgrade?

It's a fact of life that if you want a million dollar business, you will need a million dollar network around you. On the other hand if you want a five million dollar business you will need a five million dollar support network to help you make that happen.

The people who helped you establish your business all those years ago may not be the ones you need to take it to the next level, and it is often because of an inappropriate sense of loyalty that we fail to look at who we really need to take us toward our ultimate goal.

I'm not saying you should be ruthless and hold no personal sense of ethics in growing your business. What I'm saying is that over time our businesses change direction and may grow beyond the area of expertise of those we initially needed to get started.

I'm often the first one to suggest a client may need a higher or more specialised level of support as they grow beyond my area of comfortableness, or indeed competence. Indeed I think you should worry if your advisors don't do this.

That being said I read an interesting

article recently that put forward an interesting perspective on the key people you should have in your team from both a personal and business perspective. I liked the concept and thought it might provide a context to review 'your team'.

Nothing incredible is accomplished alone. You need others to help you, and you need to help others. With the right team, you can form a web of connections to make the seemingly impossible practically inevitable. Have you got these people on your side?

### **The Instigator:**

Someone who pushes you, who makes you think. Someone who motivates you to get up and go, and try, and make things happen. You want to keep this person energized, and enthusiastic. This is the voice of inspiration.

### **The Cheerleader:**

This person is a huge fan, a strong supporter, and a rabid evangelist for you and your work. Work to make this person rewarded, to keep them engaged. This is the voice of motivation.

### **The Doubter:**

This is the devil's advocate, who asks the hard questions and sees problems before they arise. You need this person's perspective. They are looking out for you, and want you to be as safe as you are successful. This is the voice of reason.

### **The Taskmaster:**

This is the loud and belligerent voice that demands you get things done. This person is the steward of momentum, making sure deadlines are met and goals are reached. This is the voice of progress.

### **The Connector:**

This person can help you find new avenues and new allies. This person breaks through roadblocks and finds ways to make magic happen. You need this person to reach people and places you can't. This is the voice of cooperation and community.

### **The Example:**

This is your mentor, you hero, your North Star. This is the person who you seek to emulate. This is your guiding entity, someone whose presence acts as a constant reminder that you, too, can do amazing things. You want to make this person proud. This is the voice of true authority.

Have a look at your team and see who might be missing, or indeed who might need upgrading to get you to the next level. This may not always be easy but in the words of Tom O'Toole, the famous Beechworth Baker 'You'll never find what you're looking for in your comfort zone'.





## 7 Uncomfortable Facts About Not Forecasting Your Business Cashflow

### 1. Increased stress level

Not knowing the future cashflow of your business, either good or bad, increases your anxiety about your business. This then distracts you from focusing on productive activity and if you work with other people, they will feel this uncertainty through you.

### 2. Lower sales

Having a forecast of projected sales sets a target to aim for. Most people understand the simplicity of setting a goal will help you make more progress than not having a goal at all.

### 3. Poor Morale

It's important to have a feeling of purpose and achievement in your business. If your business is not making a profit, or even if you are making a profit but you don't know it, your energy to strive ahead will be negatively impacted.

Productive people are happier people.

### 4. Hinders your confidence

An important part of being in business is the confidence the leader and Team have in that business. If you don't have a cashflow forecast of your business, you don't know how likely the business is to perform well.

Not having an idea of where the business is at reduces your confidence in the business. How can negotiate better deals, set up Joint Ventures and attract high calibre people without truly feeling confident about the position of your business?

### 5. Not measuring your cashflow makes you go broke

Let's be honest. Its common knowledge that most small and medium businesses go broke. Many are started and run by very intelligent technicians who deliver excellent products and services. Their downfall is they don't know how to be excellent business managers. One of the most important tools of any professional business manager is their ability to form and update a cashflow forecast.

### 6. Leaky bucket syndrome

Many people in business believe that increasing sales is always the best solution and will guarantee the survival of any business. They fail to realise that if they are selling a product or service that when all things are taken into consideration is costing more than what it does to produce and sell, they are digging a financial hole for themselves. Just like a leaky bucket, there's no sense filling a bucket with a big hole in it.

### 7. It's so easy to do

People tend to put things they don't normally do in the 'too hard basket'. Often, once they commit to doing that thing, they find it easier than expected and often even enjoy doing it. It gives you a sense of achievement for doing something you normally put off but know it can only be good for your business.

It's a similar scenario for many people with their physical fitness. Once they actually commit and do extra exercise they feel better about themselves while doing the activity they believed they would never enjoy doing.

### Summary

Having a cashflow forecast is one of the most important fundamentals of business. Large businesses and companies are forced to continually update their cashflow forecast because their shareholders demand it. The challenge for small and medium business is the person in charge can very easily ignore the activity and convince themselves they are doing something more important than planning the future cashflow of the business.

Time and time again, successful business owners are advising other business owners either starting out or struggling, to take a moment and document the current and most likely in the near future income and sales of their business. Experienced business owners know that this is the difference between a professional business and one that just means to get by.

So why not get it done today. Go to [www.profitmechanics.com.au](http://www.profitmechanics.com.au) or call Dan Buzer 0n 0414 567 188 for your complimentary Profit Mechanics Cashflow Forecast template and instructions. Plus, if you mention this article you can have a complimentary 1 hour session with a Profit Mechanics Business Development Manager (BDM).

Remember ... Business is More Fun When There's Profit!





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## 10 Apps that help you run your business & save you time

Over the last few years, the whole world has gone mobile. Where would we be without our smartphones – checking our email on the move, our social media, and running our businesses, all in the palm of our hand.

In fact, with the right apps, the office is rapidly becoming outdated, allowing you to deal with any scenario on the move; as opposed to just taking a note and dealing with it when you get back to base, like the old days!

Today, there literally is an app (or 2!) for everything: checking the weather, playing games, chatting across continents, and, of course, enabling better and more efficient productivity.

So, here are my TOP ten business apps – in no particular order – that can and will save you time on a daily basis...

### 1. Manage your clients

**Insightly** is a mobile CRM (customer relationship management) app that helps you track and manage all your client interactions.

Enter details, capture requirements, manage sales leads, book appointments, etc. and all in real time. What's more, *Insightly* will link up with Google Calendar, Gmail, Google Docs, MSOutlook, MailChimp, Evernote, Box, Dropbox, and QuickBooks Online... so if you're also using any of these packages, you're set to save even more time.

**How it saves you time:** Insightly enables you to enter where you are up to with your clients and most



importantly, what you need to do next. It's a GREAT tool for sales and marketing.

### 2. Control your bookings

**ScheduleOnce** is like your personal 'appointment assistant', allowing your clients to book appointments with you.

You simply determine which times are available for client appointments and then share the link (on your business card, your email autosignature, etc.)

Then your clients can book themselves into a time slot without requiring any admin input from your or your team. Simple and easy.

**How it saves you time:** How many times do you go backwards and forwards with email or voice mail to make an appointment, only to have the person reschedule at the last minute.

Schedule once lets them book and reschedule without you having to be involved. It can save you HOURS!!!

### 3. Manage your social media

**Buffer** basically allows you to schedule your posts to Facebook, Twitter, LinkedIn, Google+ and now Pinterest too.

**How it saves you time:** Rather than

hop back and forth with different logins, you can manage all your social media marketing and community-building activities from a single app on the move.

### 4. Create your own systems

**IFTTT** is an interesting and powerful concept. The app allows you to set up a custom chain of events, like a kind of recipe based on the 'IF This Then That' concept (which is where the *IFTTT* name comes from).

By setting up these chains of actions, you can link various online accounts and functions to save you time. For example, if you post a picture to Instagram, *IFTTT* can be instructed to automatically save that picture to Dropbox.

**How it saves you time:** It can handle all those fiddly, time-consuming supplementary tasks for you.

**Click here to read the whole article.**

*Angie Spiteri, works with time poor, tech challenged entrepreneurs who need to calm their administrative challenges and eliminate unnecessary chaos so they can make more money with the limited time they have.*

*Wish you had more hours in a day? Download our Mastering Time eBook for the ins and outs of exactly increase your efficiency and effectiveness.*

To connect with Angie visit [www.timeequalsmoney.net.au](http://www.timeequalsmoney.net.au)







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## 6 questions to help you write your website content

I have written spiels about more industries than I can count.

Many business owners don't feel comfortable (or couldn't be bothered) coming up with the words for their website. The typical approach is...

*"Just Come Up with Something Good... as Long as My Phone Rings".*

In my pursuit to make this task easy, pain free and accurate, here are some of the questions I ask a new client to help them start to create the content (wording) for their homepage.

**1. What year did you establish your business and how many years experience have you or your staff got collectively?**

Start Year \_\_\_\_\_

Experience : \_\_\_\_\_

**2. Circle 5 words that would accurately describe you / your staff.**

Professional	Efficient	Fun
Helpful	Dedicated	Fast
Focused	Excited	Caring
Accessible	Experts	Skilled
Experienced	Hardworking	
Reliable	Loving	
Accredited	Qualified	
Trustworthy	Trained	

**2.1. List any additional words that you would use to describe you, your staff and your business.**

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**3. How many staff do you employ/ how many people on your team?**

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**4. What are your operating hours?**

Mon: \_\_\_\_\_

Tue: \_\_\_\_\_

Wed: \_\_\_\_\_

Thurs: \_\_\_\_\_

Fri: \_\_\_\_\_

Sat: \_\_\_\_\_

Sun: \_\_\_\_\_

**4.1. Please circle any options that are relevant to your business**

24/7 service | Emergency Service |

7 Days a week | After Hours |

By Appointment | Mobile service |

24 hour Online Shop | 6 days a week

Book online |

**5. What top 10 suburbs do you service?**

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**6. Circle any words that you would use to describe your target market?**

**Age:** Under 10 | 11 - 19 | 20 - 30 | 31 - 40 | 41 - 50 | 50+

**Gender:** Men | Women

**Avg. Education Reached:** Primary School | Secondary School | Tafe | University | Post Graduate

**Other Characteristics:** Single | Married/In a relationship | Mums | Dads | Renting | Own Home |

Have a licence |

Low Household Income |

Medium Household Income |

High Household Income |

**Type:** Residential | Commercial | Industrial

By answering these short 6 questions, you can start to piece together a quality home page introduction for your website.

For further information, please feel free to email Karen ~ *The Webgirl*.





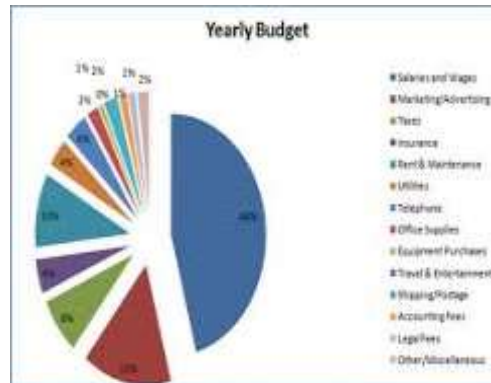
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*I am a qualified Accountant and I have celebrated my 20<sup>th</sup> anniversary as a Registered Tax Agent this year. During my time in Public Practice I have assisted clients to achieve business growth and prosperity. My earlier career included positions in banking, manufacturing, construction and retail. My particular interest is in promoting a culture of using local industries and business in order to build a strong community.*

## A Budget for Small Business

There has been much media attention to the offerings for small business which Joe Hockey announced in his most recent budget. The concessions were apparently targeted at offering small business tax concessions as much as being a stimulation exercise. Judging by the amount of advertisements in the media, the later seems to have worked.



### Tax Cut for Small Business

Small business who trade as companies will be entitled to a 1.5% tax cut, which means that the company will pay tax at 28.5%, not 30%. This will be delivered as a tax offset, so that the normal franking credit of 30% will still be available on dividends paid from the company. Those small business who operate through structures such as partnerships or trusts, or as a sole trader will also receive a tax cut which will be delivered as a tax offset of 5% and capped at \$1000. This is good news for all small business entities, and there are substantial tax planning opportunities to those who operate their business through trusts or partnerships.

### Accelerated depreciation

A full deduction in the year of purchase will be available for assets purchased for use in your business up to the value of \$20,000. Note, that an asset exceeding this amount will be depreciated in the normal way. This measure is available up until 30<sup>th</sup> June

2017, so if your business is not in a position to take advantage of the concession this year, there is still time available to you. The deduction applies to second hand items as well as new.

### Deduction of Asset Pools

If the written down value of the General Pool of assets held on your books is less than \$20,000, you will be able to deduct the full amount of the pool under the accelerated depreciation writeoff.

The ability to purchase and fully deduct an asset for your business needs to be carefully considered.

If you don't need any new assets, or you don't need the deduction this year, then discuss with your professional advisor on whether the concession will fit in with your business overall strategy.

As well, if you are considering exiting your business soon, then writing down all of your business assets to nil may cost you tax later.

### FBT and work related electronic devices

Small business will be allowed to provide employees with more than one qualifying work-related electronic device from 1<sup>st</sup> April 2016. This will apply even where the devices have many similar functions.

### Zone Tax Offset for FIFO workers

Workers in remote areas who are on a "fly-in fly-out" or "drive-in drive-out" roster will no longer be considered resident in the Zone area for the purpose of the zone offset allowance, where their normal place of residence is not in a zone area. To explain, a worker who normally lives in Brisbane, (not a zone area) and works in Weipa (a zone area) will not be eligible. In contrast, a worker who lives in Cairn (a zone area) and works in Weipa (a zone area) will still be eligible for the rebate.

The measure will start from 1 July 2015, so any effected workers should lodge fresh tax file number declarations with their employer.

These are just some of the concessions raised in the Budget announcements. If you would like further information, please don't hesitate to contact me.

### A word of warning

The above have not yet been legislated, although, judging by tax office advertisements it is unlikely that they won't be. So my best advice is to plan, prepare, GET ADVICE and then execute.









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## Workplace Discrimination

Discrimination in the workplace is an issue that is gaining increasing publicity, and is a concern that all employers should be aware of and take appropriate measures to eliminate. Claims of discrimination can be costly, time-consuming and destructive.

For example, in a recent case, Woolworths was forced to change its application form to remove questions regarding applicants' birth dates, gender and right to work in Australia. The lesson is that employers need to be careful when designing their recruitment documentation.

Discrimination is a broad topic which is covered in a number of federal and state laws including:

### Federal Laws:

- Fair Work Act 2009
- Racial Discrimination Act 1975
- Sex Discrimination Act 1984
- Disability Discrimination Act 1992
- Age Discrimination Act 2004
- Australian Human Rights Act 1986 (formerly Human Rights & Equal Opportunity Act)

### State & Territory Laws:

- Equal Opportunity and Anti-Discrimination Acts

### **What constitutes discrimination in the workplace?**

Direct discrimination is when one person is treated less favourably than others. There is an extensive list of prohibited grounds of discrimination including:

- Race (including colour, nationality, descent, ethnic, ethno-religious or

national origin)

- Religious belief, affiliation, conviction or activity
- Sex
- Marital status, domestic status, relationship status
- Pregnancy (including potential pregnancy), breastfeeding
- Homosexuality, transsexuality, sexuality, sexual preference/orientation, lawful sexual activity, gender identity
- Carers' responsibilities, family responsibilities, carer or parental status, being childless
- Disability/impairment, including physical, mental and intellectual disability
- Age (including compulsory retirement)
- Industrial/trade union membership, non-membership or activity
- Employer association membership, non-membership or activity
- Political belief, opinion, affiliation, conviction or activity
- Association (i.e. association with a person who has one or more of the attributes for which discrimination is prohibited)

Indirect discrimination can occur when a condition that is imposed operates to disadvantage a particular group. The classic example is the old requirement for police officers to be over 6 feet tall, which disadvantaged women who were less likely than men to meet this condition.

Intention to discriminate is irrelevant. Discrimination can occur unintentionally and the employer can still be held responsible. Employees are liable for their

own conduct, but employers can also be held responsible for the conduct of their employees, unless they take "all reasonable steps" to prevent the conduct.

So there are many areas to be aware of and careful with. Give due attention to:

- Recruitment processes and practices
- Terms and conditions of employment
- Termination processes
- Work-related functions
- The use of social media

A developing area of vulnerability is around parental leave and return to work. Parents who have taken such leave have a right to return to work - and this is to their pre-parental leave position, or one nearest in status and pay. If changes have occurred during the time of absence, then the employer has an obligation to consult with the affected worker.

### **How to prevent and deal with issues**

- Develop an inclusive culture
- Encourage free and open communication, and tolerance in the workplace.
- Have a robust Anti-Discrimination Policy in place.
- Have an effective Complaints Procedure in place
- Ensure staff are inducted into these policies and procedures.
- Maintain ongoing training as required and reinforce your policies through good workplace behaviour
- Take immediate and appropriate action if a breach occurs.





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## Project No.1 - The New Business Model

What is the first thing that pops up in your mind when I say “**clean energy**”? Is it the dark-tiled solar panels that appear on almost every rooftops nowadays? Wind generators scattered across a peacefully blue gulf? An off-the-grid house on the creek with large watermill wheel?

Or maybe the carbon tax scheme? But what if I also added the word “**business**” to the scope?

Traditionally, **Australia is a small business nation**. There are more than 2 million businesses, 1 from every 10 Australians, but 9 out of 10 employ less than 20 workers.

Startups are launched every day just to pick up with the hypothetically constantly growing demand. Yet statistics tell that only 51% of them survive the first 4 years of operation.

The other half can sustain the trade a little longer, but without proper support, only a small percentage will really succeed.

One third of all businesses’ turnover is less than \$50k a year, with another third between \$50k and \$200k.

So, **clean energy business**. First, let me put this clear: it is NOT moms and pops rooftop panels mounted on their family home.

That’s not business – at least not for them. Here I am referring to energy generation on a bigger scale. There are examples around the world of hiring residents’ rooftops in a suburb or deploying vast fields with solar PV panels or wind generators then selling the electricity back to the grid – now that’s business; and electricity is their product.



**Project No.1 is my new clean energy business initiative.** My mission with Project No.1 is to enhance the competitiveness of the Australian startups and turn them into flourishing businesses for the mutual benefit of all Australians.

In my new model I incorporated three essential parts under one roof to achieve a better survival rate of small businesses.

These three elements are Business planning, Funding and Coaching. The trinity of those three assures the most any startup ever needed to survive the most critical first years of operation.

Let me describe my model in more detail.

**Business Planning:** This first pillar of my business model is the most critical, as it will prove with hard maths whether any new idea has strong grounds.

I am intending to give hand in thinking over new projects with the help of leading industry **experts and mentors**.

They will provide advice and best practice in building business model and strategy, in marketing, financial and management plans. Mentors will follow the work with critical eyes, being there when someone is stuck.

The second pillar is **Funding**. Funding is like galvanising life into the structure. Once you have put down your plan on the table for others' sight, the hardest part comes. It is a turning point in the life of a business.

However, once the project is sold you are on the right track. I will list the projects on my website to attract **venture or crowd investors** or connect them directly with investment funds.

**Coaching** is the last pillar in my model. It is the process when coach and client work together in mutual commitment to focus on a crucial part of the client’s life.

Once startups are launched realisation comes: the hard work is just starting. Teams will experience both ups and downs. Business coaches will follow up on the projects, analysing issues which have arisen from an exceptional, independent view.

The full cycle of these elements is custom made for small businesses, applied explicitly on Australian clean energy projects.

This trinity of the three services is **my guarantee** for startups’ success.



# About Don Tapscott



**Don Tapscott** (born June 1, 1947) is a [Canadian business executive](#), [author](#), [consultant](#) and speaker, specialising in [business strategy](#), organizational transformation and the role of technology in business and society.

He is CEO of The Tapscott Group, and was founder and chairman of the international think tank New Paradigm before its acquisition.

Don is one of the world's leading authorities on innovation, media, and the economic and social impact of technology and advises business and government leaders around the world.



*“Great leaders don’t have followers - they collaborate.” — DON TAPSCOTT*

*Don Tapscott can see the future coming ... and works to identify the new concepts we need to understand in a world transformed by the Internet.*

The recent generations have been bathed in connecting technology from birth, says futurist Don Tapscott, and as a result the world is transforming into one that is far more open and transparent. In this inspiring talk, he lists the four core principles that show how this open world can be a far better place.

The recent generations have been bathed in connecting technology from birth, says futurist Don Tapscott, and as a result the world is transforming into one that is far more open and transparent. In this inspiring talk, he lists the four core principles that show how this open world can be a far better place.

All over the world, in every sector of the economy, from enterprise to government, old models of success are breaking down. The old top-down approaches are giving way to a new bottom-up approach: newspapers, media, crisis relief, energy, science, education, government, and health care are all being transformed around the web by a **new generation of interconnected individuals** who want to shape the world they live in. This isn't just a tweak to the old

model: it's a wholesale reboot. Don Tapscott is **the leading authority on this shift**.

Don Tapscott is Vice Chair of Spencer Trask Collaborative Innovations, a new company building a portfolio of companies in the collaboration and social media space.

In World Business Forum 2013, Tapscott stated that today the Internet provides access to real-time global intelligence and described the four strategies that rules today's leadership: the technological revolution, the Net Generation, and the economic and social revolution.

Don is one of the world's leading authorities on innovation, media, and the economic and social impact of technology and advises business and government leaders around the world.

In 2015, [Thinkers50](#) ranked Don fourth among the world's most influential management thinkers and was awarded the Global Solutions Award for launching and leading the [Global Solution Networks](#) program based at the Rotman School of Management University of Toronto.

He has authored or co-authored 15 widely read books including the 1992 best seller [Paradigm Shift](#). His 1995 hit *The Digital Economy* changed thinking around the world about the transformational nature of the Internet and two years later he defined the Net

Generation and the “digital divide” in [Growing Up Digital](#).

His 2000 work, [Digital Capital](#), introduced seminal ideas like “the business web” and was described by BusinessWeek as “pure enlightenment.” [Wikinomics: How Mass Collaboration Changes Everything](#) was the best selling management book in 2007 and translated into over 25 languages.

In his forward to Don's newest book, [The Digital Economy: 20th Anniversary Edition](#), Eric Schmidt (Executive Chairman, Google) wrote: “Don remains one of the most perceptive thinkers about the way technology is transforming business and society.

Several of his predictions—from networked intelligence to the demands on leaders to embrace technology — have taken permanent hold.” Over 30 years he has introduced many ground-breaking concepts that are part of contemporary understanding.

His work continues as CEO of [The Tapscott Group](#), a member of [World Economic Forum](#), [Chancellor of Trent University](#), Adjunct Professor of Management for the [Rotman School of Management](#) at the [University of Toronto](#) and [Martin Prosperity Institute Fellow](#). In 2015 was awarded the Order of Canada.





Their common ground is their belief in the Goals and Objectives of the AIBEF, and their passion for Business and Enterprise Facilitation and supporting both entrepreneurs and the 2.9 million Australian small and micro businesses.



## Board Position



Please contact the AIBEF at [info@aief.org.au](mailto:info@aief.org.au)



# About the Institute

## AIBEF Code of Conduct

All AIBEF members are obliged to maintain professional standards and ensure the legitimate interests of their clients are paramount. They must ensure that any conflicts of interests are avoided and confidentiality maintained. Members are required to adhere to the highest standards of facilitation, advice, referral, information provision, support and client care through undertaking ongoing professional development.

## The Process of Becoming an AIBEF Accredited Facilitator

To be an accredited Member of AIBEF, simply submit your application to the AIBEF Secretariat.

The AIBEF Accreditation Committee then assesses your experience and qualifications and will advise you of the Institute's decision.

Often this decision is partly based on Recognition of Prior Learning (RPL) where the Committee takes into account the equivalent experience of the candidate. The new AIBEF Member is then provided with a certificate of Membership and is invited to have their name listed on the Institute's website, and can immediately use the post nominal *M.A.I.B.E.F.* after their name.

Whether it is a concern about business start-up or growth, a marketing issue, HR or financial issue, a member of the AIBEF can provide effective guidance and support to entrepreneurs, business owners, communities or organisations.

## Benefits of Membership Some benefits include:

**Recognition** of the professional qualifications of Member of the Institute of Business and Enterprise Facilitators (MAIBEF) and Fellow of the Institute of Business and Enterprise Facilitators (FAIBEF) in Australia and New Zealand.

**The ability to use the post-nominals**, MAIBEF and FAIBEF in promoting their activities and achieve:

- credibility/validation as an enterprise facilitator
- a premium for services
- client confidence and direct benefits to their business secure and regular employment/use as a business facilitator and enhanced market/business opportunities

## Personal confidence and increasing business:

- through business support organisations including training providers and centres increasingly requiring counsellors/advisers to be professionally trained and experienced facilitators
- achieved through the formal recognition of practitioner skills
- by becoming preferred contractors.

## The sharing of knowledge and skills and growth of new business through:

- peer networking and interchange of ideas with other Members and Fellows
- peer mentoring of other Members and potential

## Members

- enabling contacts (formal and informal) with peer organisations and alliances

## Regular electronic Newsletters and communications that:

- disseminate news of major developments in the business support industry
- notify Members of relevant conferences and events
- keep Members up to date with current issues
- notify Members about opportunities in professional development

## Development of business facilitation skills and knowledge through the provision of:

- notification of opportunities to participate in ongoing targeted and specific professional development
- access to professional development in recommended training courses
- the best and most up to date information on business and training/facilitation.

**Representation to others** (government and non-government) on Members behalf on issues affecting business facilitation.

**A.I.B.E.F.**  
**Established 20 Years**

## The Aims of the Institute

- To establish and uphold professional standards of competency, responsibility, objectivity and integrity in enterprise facilitation.
- To identify, promote or provide access to training to maintain professional standards for business enterprise facilitators.
- To provide all members with current information about relevant conferences, seminars, meetings and publications to maintain professional competence.
- To promote the AIEF's goals and objectives to the business support industry to ensure maximum utilisation of Institute services and resources.
- To encompass all in the business support industry to uphold the AIEF's code of conduct and high professional standards.
- To encourage, undertake and support research into the art and science of enterprise facilitation and its impact on small business performance.
- To advise and inform government, industry and business on matters relating to the building of an enterprise culture in Australia and New Zealand.

Australasian Institute of Business and Enterprise Facilitators

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