



# *Facilitation Focus*

COVID - Business Recovery and Continuity .....	2
Plan Now For 2022 .....	3
Marketing For Success .....	4
Two Great Myths .....	5
The “Why” Behind Your Business ..	6
Recognised Prior Learning for AIBEF Membership .....	7
About the AIBEF .....	8



Article by Geoff Carter,  
Managing Director of  
Strategic Governance  
Group Pty Ltd  
Geoff is a Member of the  
AIBEF.

The uncertain predicament triggered by the contagion of COVID-19 should trigger the Board to review, evaluate and adapt their **business continuity plans** and **recovery strategies** in response to this exogenous health threat.

The Board's response to the pandemic will be dependent, to a large degree, on the decisions of the national and, in particular the territory government.

If ever an event in the external environment was to have a major impact on your entity, it is now. Much of the macro decision-making levers are in the government's hands.

One thing that is certain is that in times of crisis, **leadership** must come to the fore and from a governance perspective, **the Board must lead its entity through the situation, set the agenda and verify actions.**

In this respect, it must also work with and through its executive team (lead by the CEO) in a partnership like never before and let management steer the entity through this difficult period.

A well-crafted and implemented business continuity plan and recovery strategy must aim to quickly and efficiently restore normal service as soon as possible with the Board and senior executive management applying the most **productive adaptive measures and actions** they can muster.

So, what productive adaptive measures can the Board and management apply to **sustain business continuity and recovery?**

**1. Firstly, distil critical operational choices** with your executive management, such as they exist now during the pandemic's initial phase.

This requires assurance that any actions are based on **credible**

## Governance and Business Continuity during, and Business Recovery after, the COVID-19 Pandemic

**authoritative information** and certainty of source authenticity regarding the development of and relief from the pandemic's effects. [Start with - <https://www.australia.gov.au/>] Then **execute important co-ordinated emergency priority actions** as soon as practicable. These might include:

- Ensuring **employee, consumer and relevant stakeholder safety**

If staff are working:

- at the interface of customer service - ensure they maintain **compliance with public health directives and obligations**
- internally within the organisation but not in contact with external persons - make sure management have established **guidelines for personal hygiene and distancing and minimal social congregation**
- remotely (at home, etc) - make sure management have established **guidelines for remote work** to ensure least workflow interruption and maximum practicable productivity and to mitigate any associated risks, especially regarding:
  - functionality – workspace, bandwidth, equipment and connectivity quality
  - information transfer
  - cyber security threats
  - privacy matters
  - upskilling technology competencies
  - Trust
  - collegiate connectivity
  - Morale
  - psychological impact
- **Ensuring (internal and external) communications are right** – it must be frequent and clear and establish who will be the spokesperson(s).
- **Short term maintenance of revenue streams and cash flow** – consider the...
  - impact of consumer demand shock (will demand decrease/increase?)

- impact of supply chain disruption

- threat of insolvency – investigate the recent Safe Harbour changes and relaxation of insolvency and what this means. [The Australian Federal Government announced temporary amendments, effective 24 March 2020, to insolvency and corporations' law in response to the challenges that businesses are facing as a result of the COVID-19 pandemic.

These amendments provide a safety net to businesses in challenging times to foster survival for those businesses once the crisis has passed.]

**2** Next, begin to **formulate different scenarios** that might be expected, i.e. analyse the various "what ifs" from the most optimistic to the most pessimistic **considering** various aspects such as:

- effect of **time** passed before normality can resume – three months, six months, etc.
- the different markers of **economic activity** severity, e.g. employment, consumer spending and confidence, access to finance, supply chain disruption, etc.
- **workforce** health and readiness – skills availability, employment flexibility, wages, workplace adaptations, productivity etc.
- commercial arrangements with key **strategic dependencies** – financiers, suppliers, insurers, landlords, advisors, contractors, partner alliances, JV's, etc.
- **government assistance.**

**\*\*Please Note: This is an excerpt from a recent paper presented by Geoff Carter. If you would like a free copy of the entire article of Geoff's, you can contact him directly on 0407 515 254 or you can also email him at [gcarter@stratgov.com.au](mailto:gcarter@stratgov.com.au)**



# Start Planning Now For 2022 and Grow Your Business



**Marketing Resolutions for Business Growth in 2022 ....** For ongoing success in 2022, Make Marketing a Habit.

With the new year approaching, now is a great time to resolve to take your small business to bigger and better heights in 2022, and one of the best moves you can make is to focus on your marketing.

When business is booming, it's easy to put marketing on the back burner. Why focus attention on getting new customers when you already have all you can handle?

The reason is simple: when things slow down, you want to have new clients in the pipeline. Make marketing part of your habit. The most efficient way to do this is to create structures around your marketing efforts.

Here are some tips:

□ **Make time for marketing:** In your calendar, schedule time each week for your marketing and sales activities. It could be an hour every other day, or a chunk of time on one day of the week. Don't make this time optional – honour this slice of your week as a time devoted to moving your business forward.

□ **Marketing is a mindset:** You never know when an opportunity to help someone out with your services/products will arise. Always be prepared to speak enthusiastically about what your company does. Once you get used to this way of thinking, it's easy to communicate your company's value without being pushy.

□ **Develop a marketing system:**

Do what makes sense to you – you can create a simple spreadsheet, make notes in your planner, or sketch out activities on a large flipchart sheet on the wall. The point is to make an annual profile of your marketing activities including: networking events, trade shows, advertising deadlines, direct mailings, seminars, and so on. Schedule marketing and stick to it!

□ **Ask for referrals:** Word-of-mouth is the most effective way to get new customers. Ask your current and former clients to pass your name and contact information on to their circle. When finishing a sales cycle with a customer, ask for referral recommendations. If you don't ask, people may not think to offer.

□ **Contact past customers:** Make sure you keep in touch with your past customers. These are the people who know your services and who have enjoyed their benefits. Often, a simple call to check in with them will lead to new sales for your company. You can invite them out for coffee if you live nearby.

□ **Don't delay:** Don't wait until you NEED to make a sale. Your mission is not to say, "I'm getting low on work right now." or "My sales are down." Build and reinforce your bond with a wide variety of people - customers, leads, referrers, vendors, and so on. Ultimately, people buy from people they trust and like. Often, work

comes in simply because you happen to be in the picture at an opportune time. Or, it may be someone has an associate who is looking for a service or product you have to offer - who better to

recommend than you?

Planning your marketing means developing a marketing strategy which is vital for any business, because without a strategy, your efforts to attract new customers are likely to be haphazard and inefficient.

The focus of your strategy should be making sure that your products and services meet customer needs and developing long-term and profitable relationships with those customers.

To achieve this, you will need to create a flexible strategy that can respond to changes in customer perceptions and demand. It may also help you identify whole new markets that you can successfully target.

The purpose of your marketing strategy should be to identify and then communicate the benefits of your business offering to your target market.

Once you have created and implemented your 2022 strategy, monitor its effectiveness and make any adjustments required to maintain its success.

**ACTION ITEM:** This week, set aside time to dedicate to your marketing activities. Work on your annual calendar and call clients for referral suggestions.

Make a commitment to your marketing and you'll find your business will grow as a result.







# Marketing for Success



Every business owner I know shares one thing in common: they all have a strong desire to create a stable, steady, successful business that achieves profitability and grows over time.

But not every business owner knows the “recipe” that makes this possible.

So what is the recipe – the formula? In a word, it's marketing. But what does the word 'marketing' mean? It means a lot, lot more than just getting the word out about your business?

In its most complete form, marketing is about so much more than simply letting people know that your business exists (although that's an important piece of the puzzle.)

In fact, in many ways, getting the word out is one of the last steps in a good marketing plan. In order to succeed, you must establish relationships with customers.

The strong, lasting relationships that will ensure your success are built on:

- Establishing trust and rapport
- Understanding customers' needs
- Providing real benefits

In many ways, these three essentials all reiterate one central concept:

The relationships between successful businesses and their customers depend on careful understanding and reliable fulfillment of human needs.

The business owner understands what people need, and does everything he can to meet those

needs. A strong marketing campaign is much more intense, and it provides many benefits that help you attract customers

at the same time as you clarify achievable goals and create realistic plans to meet them.

At its best, a strong marketing campaign and plan helps you understand:

- Your business
- Your target customers
- Your competition
- The full range of opportunities available to you
- The best way to attack those opportunities
- Appropriate pricing
- The marketplace in which you operate

... and a whole host of other issues that will help your business grow to achieve the success you wish for.

Whether you own a small or large business, if you're in the game to succeed, a well thought out marketing campaign and plan is one of the best tools you can employ along the way.

## Understanding Customer Needs

Most business owners have an intuitive understanding of their customers' needs -- but that intuitive understanding becomes a much more powerful tool if you articulate and analyze it.

Only then can you fully understand how to most effectively build the kind of customer relationship that will help your business succeed over time -- this principle is central to many marketing and business coaches.

As a starter step in your planned marketing campaign, you should ask

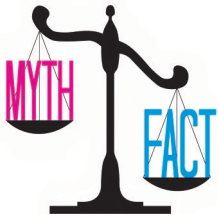
yourself the following questions:-

- Who are my customers?
- Who are my potential customers?
- What kind of people are they?
- What are their incomes? What are their needs?
- Where do they live?
- Can they buy? Will they buy?
- Am I offering them real benefits, when and how they want them?
- Is my business in the best place?
- Is my pricing right?
- How do customers perceive my business?
- Who are my competitors, and what is my edge on them?
- How does my business compare with my competitors'?

Customers always have expectations when they walk into a business, and those businesses who provide the highest level of service will know how to identify those expectations and meet them to the customer's satisfaction (or beyond).

By focusing on your customers needs and developing a culture of pro-active and responsive customer service in your business, you can enhance relationships and build customer loyalty and customers will want to come back.

The quality of your customer service is almost wholly determined by your ability to meet your customer expectations, and understanding your customers needs and wants.



## The Two Great Myths



It's my belief that we as business owners have been sold two great myths of the twentieth, and now the twenty first century.

The first of these is that ***Time is Money***. What you say! We've always been told that time is money, and to some extent that is correct. Time is money for our staff, and all good leaders and managers absolutely need to measure how effectively our staff are generating income within their paid time.

However, for us as business owners, it is absolutely imperative that at some point we are able to disengage our ability to earn money from time. After all, how much is enough money? For most of us it's just a bit more than we have now, and then when we get that we find we still need just a bit more.

If our ability to increase our income is directly linked to time, it ultimately means that we just end up spending more and more time at work, which probably isn't the reason we went into business in the first place.

Tom Poland, a high end executive mentor calls it the Sophie's Choice of life.

You may remember the famous movie about a young Jewish mother at the gates of a death camp that was given the choice of which of her children lived and died.

A very sad story that ultimately resulted in her going mad.



The equivalent for all of us is if asked to give up one thing out of money, health and relationships, I can guarantee that almost everyone will say they would give up the money.

But what happens in reality? People give up their health, and their relationships with family and friends in pursuit of the holy dollar, and then pay them off with some kind of cheque book love but buying them gadgets to make up for our absence.

***Your first and only job everyday in your business is to make yourself redundant, because until you do, it will be reliant on you being there more and more.***

If you stop, it stops, and if you try and sell it no one will want to pay much for it.

In the end, you need to disengage your customer's relationship with you personally, and replace it with an equally strong relationship with your brand, knowing no matter who they deal with in your business, they will have same experience.

You also need to have in place the structures, system and measurement so you can manage it strategically, and not just operationally.

The second myth is that ***Bigger is better***. We are constantly bombarded by people, the government and media telling us that the only way to succeed is growth.

To my way of thinking, bigger is only better if it satisfies two important criteria. *Firstly, if it gives you better economies of scale.*

This means being able to buy at better prices, improve your efficiencies by batching production or investing in more technology to improve output.

*Secondly, and just as importantly, growth is only better if you can maintain the efficiency of a small tightly managed business.*

It's a sad fact that as any business gets bigger it becomes more inefficient. This means that it takes more sales to generate profit.

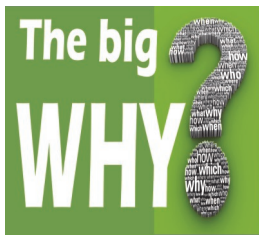
When we start our business we know where every dollar is, and where they go because there are generally so few of them.

Unfortunately, as businesses grow we tend to lose this tight control and costs creep, wastage increases and efficiencies suffer.

Once again structure, systems and measurement will be your saviour if done well.

Remember, when it comes to business ***Size isn't everything!!***





# Why The “Why” Behind Your Business Is So Vital

By [Kate Save](#)



*[Kate Save](#) is a Board member at EO Melbourne, and the CEO of Be Fit Food*

We’ve all heard the grim statistics that approximately 20 per cent of small businesses fail within the first year. By the end of the second year, 30 per cent of businesses will have failed.

And after the fifth year, about half will have failed. It’s statistics like this that show starting and running your own small business is hard and can come with its fair share of false starts and failures.

This is why your vision, your “why”, is so vital to the success of your business.

## **Why is my “why” so vital?**

Your “why” will help you define your short and long-term goals and guide the decisions you make along the way. It will keep you grounded and focused when things are going well, and encourage you to pick yourself up, dust yourself off and keep moving forward when you feel like giving up.

Ultimately, your “why” will be the reason you keep investing

your time, energy and finances into your business. I have found that my “why” is the true driver behind my business and the only reason it still exists today.

## **How do I find my why?**

Be Fit Food was born out of my passion to help people eat themselves to better health. I was working as a clinical dietitian when I noticed a lot of people were struggling to make positive change in their eating habits.

I didn’t agree with the quick fixes on the market at the time and I quickly saw a solution. Be Fit Food was born.

It’s this desire to see people change their life through food that has sustained me all these years and continues to guide every decision I make.

To find your “why”, ask yourself what it is that you are passionate about? What is it about your area of business that gets you out of bed every morning?

Business is really hard, but it’s much harder if you’re doing something you’re not passionate about.

## **Your why will give you clarity**

If you know what you want to achieve, it leaves less room for you to get stuck when you’re putting together a business plan. I would encourage you to share this with a mentor.

Not only is there no better way to learn than from the failures and successes of other fellow

entrepreneurs, but it is also an invaluable opportunity to explain your vision, your steps to get there and seek feedback. In doing this, you’ll be able to reflect on questions like, “Is my vision achievable?” and “Who is my target demographic?”

Sometimes hearing feedback from another small-business owner is the only way we can see what we might be missing, or what questions might need answering moving forward.

## **Lastly, believe in yourself**

If you don’t believe in your vision, how can you convince others to?

In 2017, I took the calculated risk of featuring on the television program Shark Tank on a whim, knowing full well that my reputation as a dietitian could be in jeopardy should I be underprepared to appear on screen.

Despite this, I really did believe in the integrity of Be Fit Food. After all, we had spent so many hours and resources tirelessly researching, formulating and testing these products, so why wouldn’t I?

If I didn’t believe in my vision, I’d never have been able to experience such a successful outcome.

Your “why” will keep you perseverant, passionate, and striving towards a bigger goal so it’s absolutely imperative that you find it. ■





## You can gain instant formal recognition of your Knowledge, Skills and Experience from the Institute

*"The business advice industry in Australia and in many other countries is self-regulated, and virtually anyone can call themselves a business or enterprise facilitator, advisor, coach, mentor or consultant. Business Facilitation and Coaching has copped its fair share of flak in recent years, primarily because the industry has a reputation for attracting spruikers and touts."* Denise McNabb, Sydney Morning Herald

- Do you provide Business Advice, Coaching, Consulting, Training, Mentoring or Facilitation Services?
- Are you looking for recognition of your facilitation skills?
- Wanting to give clients the confidence and confirmation of your skills and experience?

The Australasian Institute of Business & Enterprise Facilitators Inc. has recently launched a program to enable business advisors, trainers and mentors to achieve industry-recognised accreditation without the need for lengthy study or expensive courses. If you have the experience and knowledge, and have delivered over 200 hours to clients you could be eligible for Recognised Prior Learning, and be Fast-Tracked for AIBEF Membership, and be entitled to use the Post Nominals MAIBEF



### MORE INFORMATION?

Send an email to Dennis Chiron, AIBEF National  
President at [president@aibef.org.au](mailto:president@aibef.org.au)

or phone +61 410 082 201

The Australasian Institute of Business & Enterprise  
Facilitation Inc.

[www.aibef.org.au](http://www.aibef.org.au)

PO Box 906 Bribie Island 4507

ABN: 50161325686



The Australasian Institute of Business and Enterprise Facilitators (AIBEF) 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, facilitators and advisers so as to upgrade the quality of small business advice.”

It's a fact that, at the moment, the business advice industry in Australia is self-regulated, and virtually anyone can call themselves a business or enterprise facilitator, advisor, coach, facilitator, trainer or consultant.

Check out Google for instance; there must be a dozen (or more) sites on “*How To Start Your Own Business Consulting Venture*”.

The AIBEF is the Peak Body for Business Facilitators, Coaches and Trainers, and we, the AIBEF Committee, hope to continue the association's great work to further promote the professionalism and quality of our members, and to endeavour to act as a respected voice and advocate for the wider community.

The AIBEF represents a profession that is proud of its independence and confident of the service it provides, committed to continual improvement in the skills and knowledge of our members and Business and Enterprise Facilitators in general, who ably assist in the professional guidance and support of business, enterprise and community development.



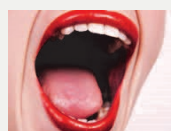
## Welcome to our Newsletter

*Facilitation Focus* is an opportunity for Business Facilitators, Coaches, Facilitators, Trainers and Consultants to ask questions, offer answers, and become part of a group where we can all join in peer-to-peer discussions and conversations about challenges, experiences and outcomes. ***It is also worth noting that 'Focus' can be included in your Continuing Professional Development (CPD)***

*Facilitation Focus* is a publication for a rapidly changing world.

Almost daily, SME's are facing constant changes, and it is vital that the Business and Enterprise Facilitator is current with their expert advice and guidance.

*Facilitation Focus* has as its main aim to access to a professional network of peers through the AIBEF, and by gaining more insight into business and industry best practices, as well as increasing the focus on the important aspects of their own business, an AIBEF Focus member can accomplish amazing results.



## Something To Say?

Letters and Article contributions from members and readers are most welcome

Please send your comments to [info@aibef.org.au](mailto:info@aibef.org.au)

## WHO ARE BUSINESS OR ENTERPRISE FACILITATORS?

Virtually any professional, qualified person or organisation involved in assisting entrepreneurs, organisations, or communities to improve their Skills; Knowledge; Business; Staff; and/or Life.

The role of a Business and Enterprise Facilitator is to promote local economic growth by providing support to local entrepreneurs, groups or entire communities wishing to start or expand a small business enterprise or to assist to develop a concept where the community will benefit

The concept of Business and Enterprise Facilitation is a model of development that supports the creation of wealth from within a community by nurturing the resourcefulness of its people.

The Australasian Institute of Business and Enterprise Facilitators is an international not-for-profit institution that works with entrepreneurs, small groups and / or communities to establish sustainable, grassroots enterprise projects.

For more information please contact:

[www.aibef.org.au](http://www.aibef.org.au)  
[info@aibef.org.au](mailto:info@aibef.org.au)

Assoc. No: AO2912

Mob: +61 410 082 201

PO Box 906 Bribie Island QLD 4507