

Help! My Business isn't growing!

2017 SUGM User's Group Meeting



Survey Question...



Survey Question...

- How many of you feel your company should be growing at a faster rate than it is?



Survey Question...

- Why do you think you're not growing?



Survey Question...

- How busy are you?

- (see next slide)



Survey Question...

- On any given day, are you...
 - Busy
 - Really Busy
 - Crazy Busy
 - Not That Busy



Survey Question...

- On any given day, are you...
 - Busy
 - Really Busy
 - Crazy Busy
 - Not That Busy
- We'll talk more about all you busy people in just a bit...



We get to watch all of you over time:

- Our longevity has allowed us to watch you over significant time periods



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- We see 4 company 'growth' patterns

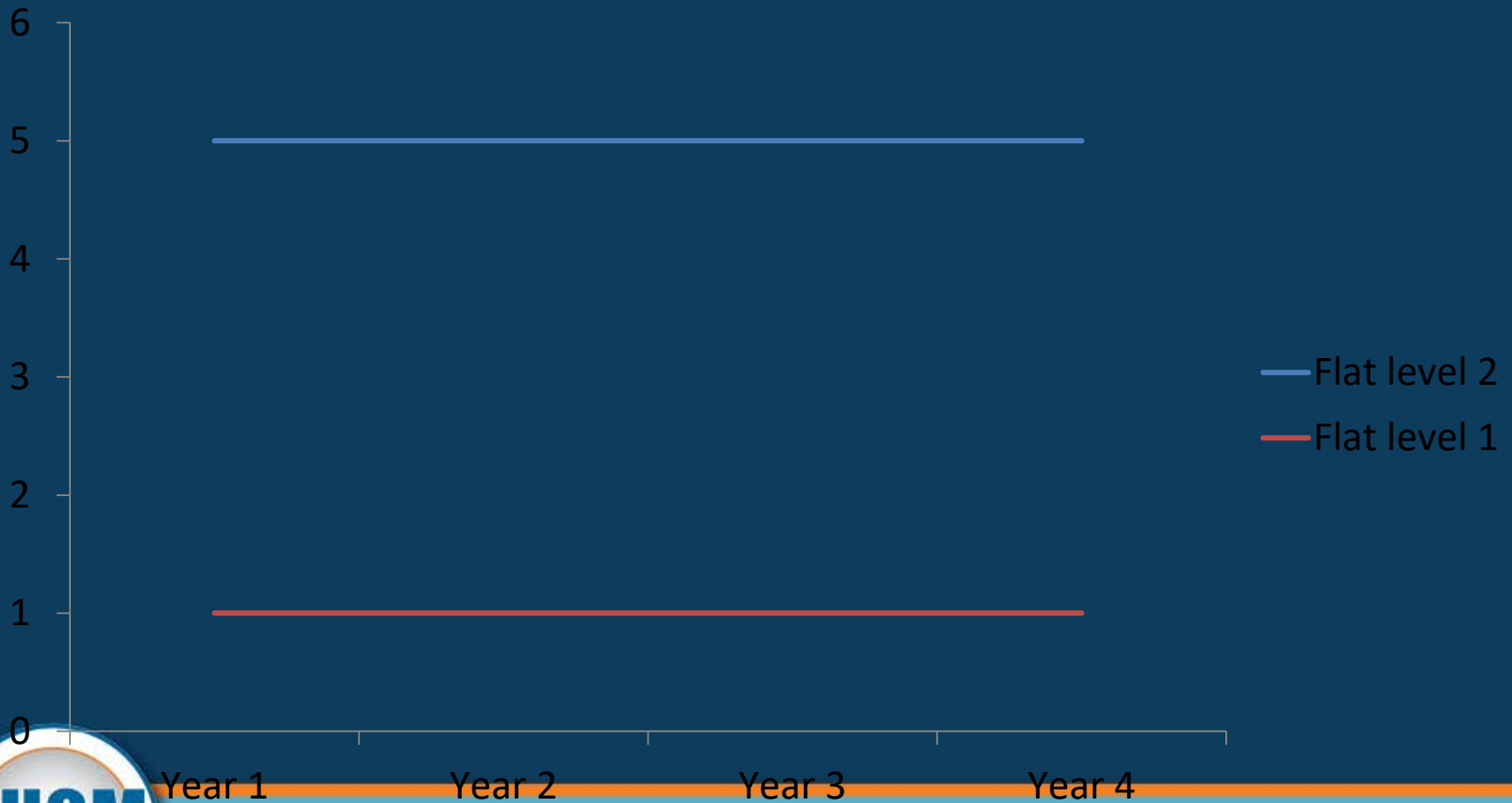


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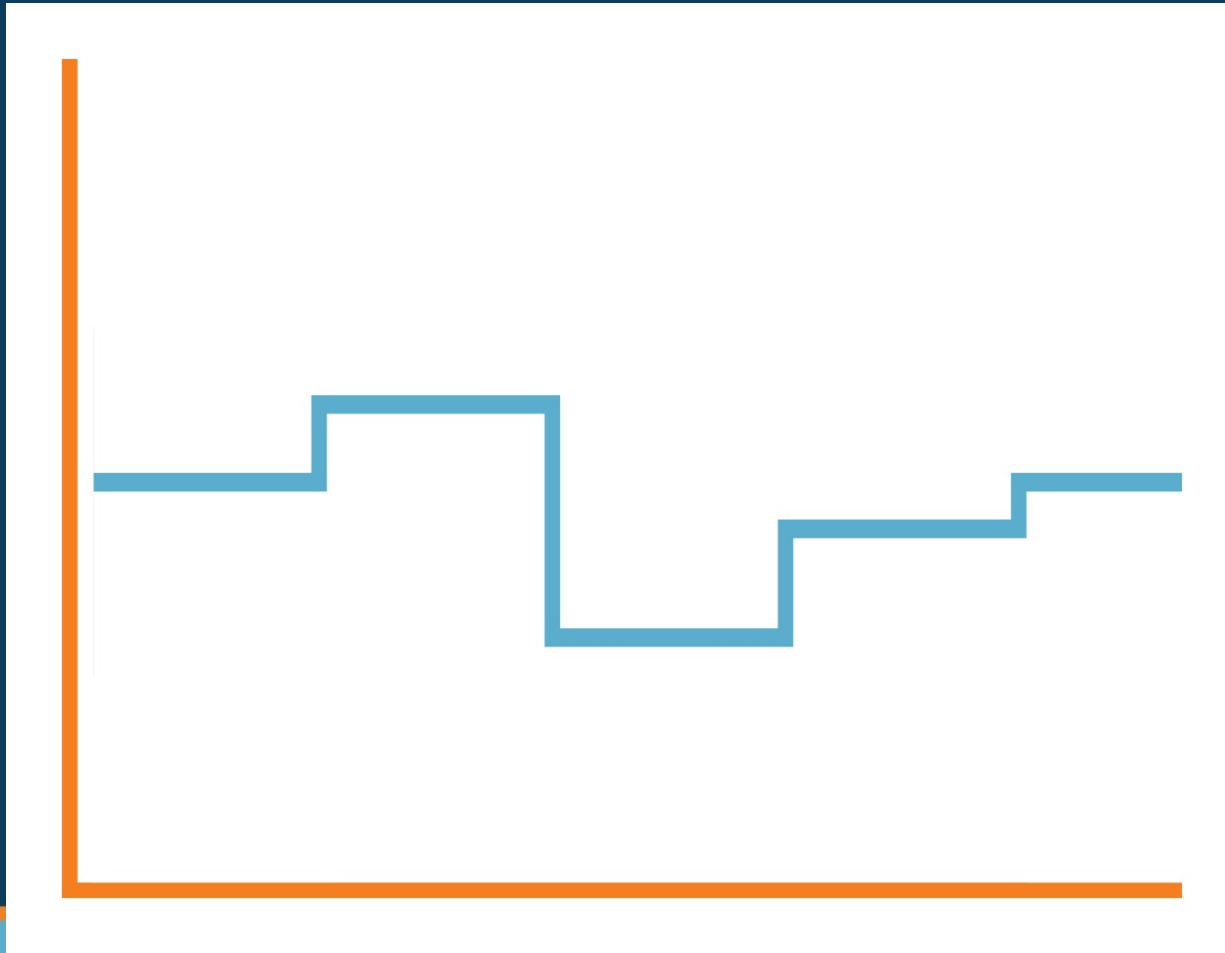
- Our longevity has allowed us to watch you over significant time periods
- We see 4 company 'growth' patterns
 - Two are **FLAT**
 - Two are steadily **GROWING**



We get to watch all of you over time:

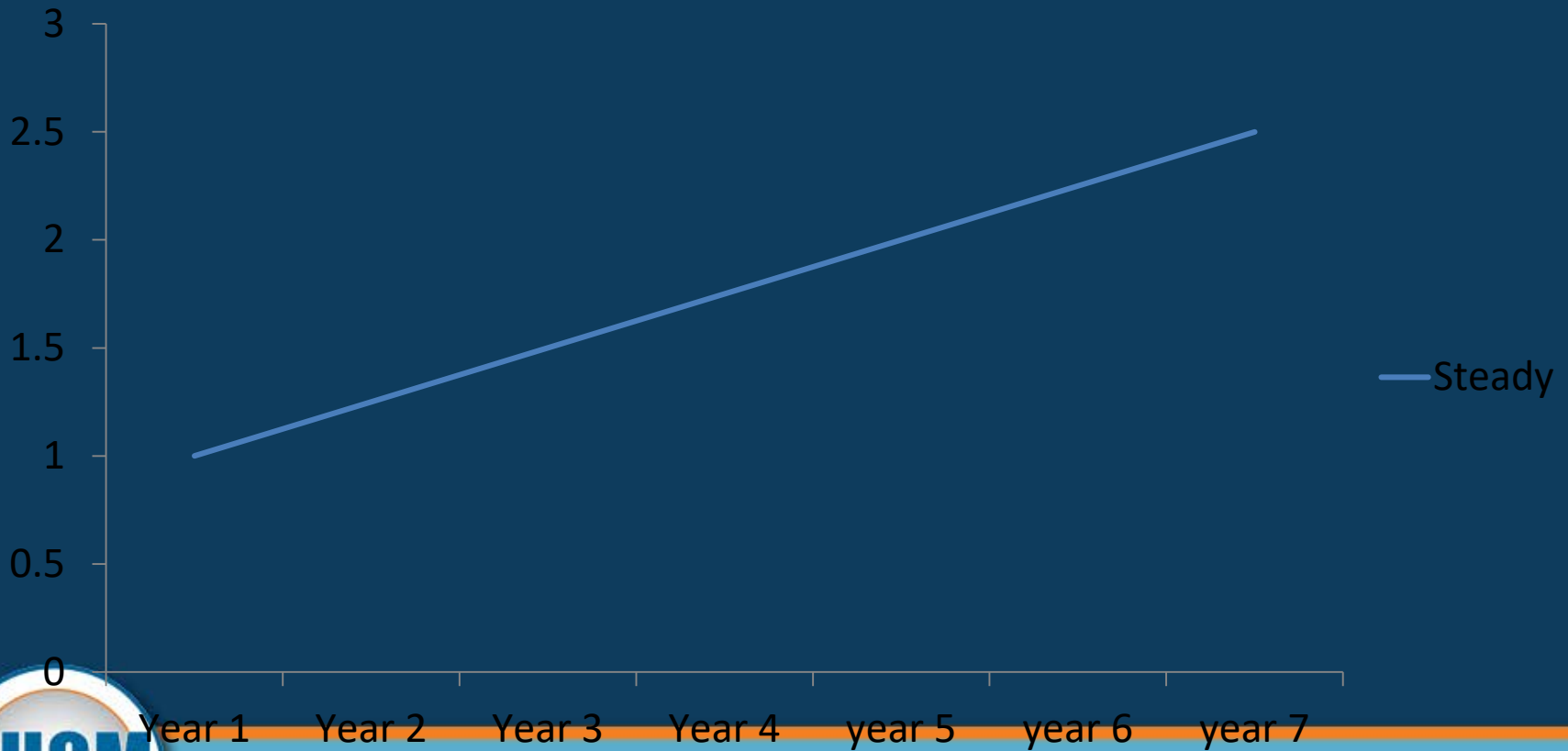


We get to watch all of you over time:



We get to watch all of you over time:

Steady



We get to watch all of you over time:

Exponential



Another Survey Question:



Another Survey Question:

- How many of you are either 'Owners' or part of 'Upper Management'?



...And Another:

- What are you busy doing??



So what are you busy doing?

- Handling a sales territory
- Purchasing, Vendor Relations
- Billing, A/R, Bookkeeping
- Warehouse supervising, delivery management
- A/P, check writing, cash flow
- STEP1 Supervisor



How are FLATS different than GROWING?



How are FLATS different than GROWING?

- Product?



How are FLATS different than GROWING?

- Product? Similar



How are FLATS different than GROWING?

- Product? Similar
- Expertise?



How are FLATS different than GROWING?

- Product? Similar
- Expertise? Very Similar



How are FLATS different than GROWING?

- Product? Similar
- Expertise? Very Similar
- Customer Service?



How are FLATS different than GROWING?

- Product? Similar
- Expertise? Very Similar
- Customer Service? Similar enough



How are FLATS different than GROWING?

- Product? Similar
 - Expertise? Very Similar
 - Customer Service? Similar enough
-
- So then WHAT'S the DIFFERENCE??



How are FLATS different than GROWING?

- Here's a hint... (finish this for me)
- We have seen the enemy...



How are FLATS different than GROWING?

- Here's a hint... (finish this for me)
- We have seen the enemy...and they are US!



How are FLATS different than GROWING?

- So here's the answer.....



How are FLATS different than GROWING?

- You personally are too busy doing routine tasks



How are FLATS different than GROWING?

- You personally are too busy doing routine tasks
- That's it. It's as simple as that. You are too busy doing ordinary routine business tasks.
- (review results of survey)



How are FLATS different than GROWING?

- There's a terrible term that describes this condition perfectly. I do not like the term and I mean no disrespect by using it....



How are FLATS different than GROWING?

- There's a terrible term that describes this condition perfectly. I do not like the term and I mean no disrespect by using it....

- **Busy Idiot**



How are FLATS different than GROWING?

- That used to be me. (Stanpak, Jack story)



How are FLATS different than GROWING?

- That used to be me. (Stanpak, Jack story)
- Everybody that's growing now went thru this stage where they were too busy to grow.



So what traits do we see in 'Growing'?



So what traits do we see in 'Growing'?

- Somebody is the 'Growth Agent'



So what traits do we see in 'Growing'?

- Somebody is the 'Growth Agent'
- The Growth Agent has a flexible schedule



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- There's time to hear yourself think



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- Here's something that might surprise you...



So what traits do we see in 'Growing'?

- Somebody is the 'Growth Agent'
- The Growth Agent has a flexible schedule
- There's time to hear yourself think
- Here's something that might surprise you...
- ...quite often the Growth Agent is NOT an owner



What do we see in a 'Growth Agent'?



What do we see in a 'Growth Agent'?

- Are they wandering around all day long with their head in the clouds, not doing anything useful??



What do we see in a 'Growth Agent'?

- They understand sales



What do we see in a 'Growth Agent'?

- They understand sales
- They understand operations



What do we see in a 'Growth Agent'?

- They understand sales
- They understand operations
- They understand STEP1



What do we see in a 'Growth Agent'?

- They understand sales
- They understand operations
- They understand STEP1
- They study their company & competition



What do we see in a 'Growth Agent'?

- They understand sales
- They understand operations
- They understand STEP1
- They study their company & competition
- They are realistic about company weaknesses



What do we see in a 'Growth Agent'?

- They understand sales
- They understand operations
- They understand STEP1
- They study their company
- They are realistic about company weaknesses
- They DEMAND information from STEP1
....and they very often come to SUGM!!!



What do we see in a 'Growth Agent'?

- They identify Projects (opportunities)



What do we see in a 'Growth Agent'?

- They identify Projects (opportunities)
- Once identified, they craft a plan to exploit the opportunity (both operational and sales)



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What do we see in a 'Growth Agent'?

- They identify Projects (opportunities)
- Once identified, they craft a plan to exploit the opportunity (both operational and sales)
- They *rally their troops* to carry out their plan.
- Did they try to do it themselves????
 - No... they *rally their troops* to carry out their plan!



So how do you stop being a BI and
start being a GA?



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- First lets assume you want to become a strategic thinker (GA)



So how do you stop being a BI and start being a GA?

- First lets assume you want to become a strategic thinker (GA)
- But let's not worry for the moment about how you're going to get out from under your busy tasks.



Dangers:

- Thinking STRATEGICALLY isn't easy if you are not used to it.



Dangers:

- Thinking STRATEGICALLY isn't easy if you are not used to it.
- ...but don't think GA's are smarter than BI's



Dangers:

- There are some Dangers that I will be warning you about that you need to be aware of.



Dangers:

- The first danger is that if you're not used to thinking strategically, then the tendency is to:



Dangers:

- The first danger is that if you're not used to thinking strategically, then the tendency is to:
 - Do **too much** too fast
 - Without enough **solid information** to do it
- (the 'Paper outsells Chemicals' incident)



Dangers:

- The reason things like that happen is that **VERY BUSY** people are used to making snap decisions



Dangers:

- The reason things like that happen is that **VERY BUSY** people are used to making snap decisions
- ...and that's because very busy people don't have time for anything else.



Dangers:

- Second Danger – Setting unrealistic lofty **GOALS** (with little or no research)



Dangers:

- Second Danger – Setting unrealistic lofty GOALS (with little or no research)
- ...and then ANNOUNCING your goals to everybody
- (the *plastered everywhere* incident)



Dangers:

- Both of these incidents can be described as...



Dangers:

- Both of these incidents can be described as...

Stupidly Strategic



Steering Clear:

- Successful Growth Agents tend to:



Steering Clear:

- Successful Growth Agents tend to:
 - Do their homework!
 - Find Opportunities (projects)
 - Figure out how to exploit them (sales) or fix them (oper)



Steering Clear:

- Successful Growth Agents tend to:
 - Do their homework!
 - Find Opportunities (projects)
 - Figure out how to exploit them (sales) or fix them (oper)
- Note, they are ‘busy’, but they are not completely busy doing routine tasks (I had to hire two people just to help me!)



Steering Clear:

- Successful Growth Agents tend to:
 - Do their homework!
 - Find Opportunities (projects)
 - Figure out how to exploit them (sales) or fix them (oper)
 - Lobby Staff to move towards their goal
 - Without necessarily telling them why



Steering Clear:

- Successful Growth Agents tend to:
 - Do their homework!
 - Find Opportunities (projects)
 - Figure out how to exploit them (sales) or fix them (oper)
 - Lobby Staff to move towards their goal
 - Without necessarily telling them why
 - Follow up with **Attaboys** when staff's efforts bear fruit



Steering Clear:

- Often times the GA will take a bigger project, divide it into pieces, and have various staff proceeding with small pieces first.



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- Then, once the pieces start working, fill everyone in on what the big picture is.



Steering Clear:

- Often times the GA will take a bigger project, divide it into pieces, and have various staff proceeding with small pieces first.
- Then, once the pieces start working, fill everyone in on what the big picture is.
- This is a great way to get everybody excited about participating in these projects



Who should be your GA?



Who should be your GA?

- Might take a little soul searching...



Who should be your GA?

- Might take a little soul searching...
- For you Owners, are you the right person to do it? You might not be!!



Who should be your GA?

- Might take a little soul searching...
- For you Owners, are you the right person to do it? You might not be!!
- If a staff member should be the GA, then you owners need to give them your **COMPLETE** support



Who should be your GA?

- We have observed two traits in successful GA's:



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 - ...and each successful GA has their own unique style



Who should be your GA?

- We have observed two traits in successful GA's:
 - The Heart of a Champion (wants to win)
 - A Heart for their People (cares about employees)
 - ...and each successful GA has their own unique style
 - (ever see a losing football coach that wants to win?)



Whoever it is, they are already busy!



Whoever it is, they are already busy!

- So how do you get out from under all those pesky tasks?



Delegating:



Delegating:

- For starters, lets be clear about something...



Delegating:

- For starters, lets be clear about something...

No one goes from Busy Idiot to Growth Agent in one motion.



Delegating:

- To start with do what you need to do to carve out *some* quiet thinking time.



Delegating:

- To start with do what you need to do to carve out *some* quiet thinking time.
- Be very appreciative of whatever staff is helping you get this time.



Delegating:

- To start with do what you need to do to carve out *some* quiet thinking time.
- Be very appreciative of whatever staff is helping you get this time.
- This will be plenty to start. Especially with Dimensions you can ID easy small projects that are very likely to succeed.



Suggestion for Starting:

- Do some thinking and identify an opportunity



Suggestion for Starting:

- Do some thinking and identify an opportunity
- Use Dimensions and all the other tools to help



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- Do some thinking and identify an opportunity
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- Utilize your monthly sales meeting as a platform to start operating (either by lobbying them ahead of time or involving them from the onset)



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- Do some thinking and identify an opportunity
- Use Dimensions and all the other tools to help
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• Now you're on the path!



Once you get good at it:

- (my first encounter with a skilled GA)



Once you get good at it:

- (my first encounter with a skilled GA)
- (my experience in scouting our San Antonio venue)



Growth techniques:



Growth techniques:

- Organic. Low hanging fruit.



Growth techniques:

- Organic. Low hanging fruit
- Market Groups. Sell to other customers just like the ones we're currently successful with



Growth techniques:

- Organic. Low hanging fruit
- Market Groups. Sell to other customers just like the ones we're currently successful with
- Hire a salesman away from a competitor



Growth techniques:

- Organic. Low hanging fruit
- Market Groups. Sell to other customers just like the ones we're currently successful with
- Hire a salesman away from a competitor
- Acquire a competitor

