

WIRED FOR RESULTS: BONUS GUIDE

CHAPTER 1: THE PROMISE

To create an effective Promise, the objective is to understand your market and your company's positioning in the market from several different perspectives. This guide book walks you through the six different facets that ultimately lead to The Promise. By examining the business from several perspectives, you will develop a statement that encompasses every aspect of this framework.

The Six-Step Framework

The Six-Step Framework is designed to walk you through each area of the business in an orderly manner. The objective is to ensure each component is in complete alignment and working in unison with one another. Ultimately, this alignment will create the single statement that represents the company and The Promise. Where ever possible, TOMS Shoes is the example used to demonstrate how the business model would appear in the Six-Step Framework.



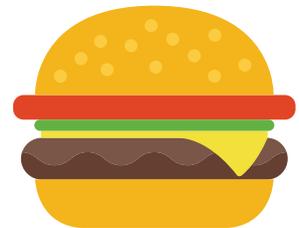
Examples of the Promise

In the book, we disclosed The Promises for several companies. As a refresher, we have included a few samples. The Six-Step Framework provides a behind-the-curtain look at the components used to craft the statement. While crafting the statement does take some creativity, they use the knowledge and direction of the underpinning operations of the company.

To further explain the framework, we use TOMS Shoes in each of the six steps to demonstrate how the process works with a real-world example. The statements from McDonald's and Amazon are described in this chapter, and we bring them forward as a reminder of our previous examples of The Promise.

McDonald's Statement

"Our mission is to be our customers' favorite place and a way to eat & drink. We're dedicated to being a great place for our people to work; to being a strong, positive presence in your community; and to delivering the quality, service, cleanliness and value our customers have come to expect from the Golden Arches — a symbol that's trusted around the world."



Amazon's Statement

"Our vision is to be Earth's most customer-centric company; to build a place where people can come to find and discover anything they might want to buy online."

TOMS Shoes Statement

"With every pair (of shoes) your purchase, TOM's will give a pair of new shoes to a child in need: one for one."



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Guidebook

This guidebook describes each area of interest with in-depth descriptions and references to better understand how to complete this exercise. Real world examples have been included to provide a context of how each area applies in today's business.

1: Core Values

The company's core value⁽¹⁾ begin to frame the organization's culture and internal discipline. They define its relationship with every constituent including the employees, contractors, partners, vendors, and shareholders. They also define the company's identity. Well known brands often publish their core values on their website.

ZAPPOS ⁽²⁾	DARTMOUTH UNIVERSITY ⁽³⁾	TOM'S SHOES ⁽⁴⁾
<ol style="list-style-type: none"> 1. Deliver WOW Through Service 2. Embrace and Drive Change 3. Create Fun and A Little Weirdness 4. Be Adventurous, Creative, and Open Minded 5. Pursue Growth and Learning 6. Build Open and Honest Relationships with Communication 7. Build a Positive Team and Family Spirit 8. Do More with Less 9. Be Passionate and Determined 10. Be Humble 	<ol style="list-style-type: none"> 1. Innovation 2. Continuous Improvement 3. Personal learning 4. Diversity 5. Professionalism 6. Fun 7. Flexibility 8. Excellence 9. Efficiency 	<ol style="list-style-type: none"> 1. Give Sustainably. Give Responsibly. 2. Giving Partnerships 3. Identify Communities That Need Shoes 4. Give Shoes That Fit 5. Help Our Shoes Have a Bigger Impact 6. Give Children Shoes as They Grow 7. Welcome Feedback and Help Us Improve.

Every industry-leading company has well-defined core values, which were created during the founding of the company. While these values may evolve over the years, establishing the company's compass by these core principles is most important. No matter the size of the company, every business must have their core values defined from the beginning. They will establish the foundation for every major decision in the company.

2: Why

Simon Sinek's book *Start with Why* as well as his TED talk exemplify the reasons you must be clear about the purpose and ultimate promise you are bringing into the marketplace. Of all the areas in this guide book, this is unique to each business' situation. If the focus is to make money, the life of the business will be short lived.

The best example is TOMS Shoes, whose goal is to change the world one pair of shoes at a time. For every consumer purchase, they give one pair of shoes to a person in need. One of the trends for this decade is combining business growth with community outreach. People want to feel like their purchase is making a difference in the world. That's why a business like TOMS Shoes is leading the way for this movement.

When creating a product or service, possible criteria would include being authentic, productive, long lasting, usable, affordable (for your market), providing value, practical or unique depending on the market. These are a few sample criteria that emerged during the business development process.

3: What

The marketplace provides a wide variety of products and services for a business to grow and prosper. In reviewing Inc.'s 2015 fastest-growing private companies in America⁽⁵⁾, we find a wide range of business that have created a global brand delivering their products and services around the world. Outlined below is a recap of the types of businesses found on Inc.'s most profitable businesses list.

Small business owners have always found unique and specific niches absent from major publications like Inc. or Forbes. They can be as profitable as any of the categories identified in the list below. The key is to ensure the market has customers who are willing to buy your product and can afford your price point.

INC.'s Fasting Growing Companies Industries

Products	Services
Computer Hardware	Advertising & Marketing
Construction	Business Services
Consumer Products	Financial Services
Energy	Government Services
Food & Beverage	Health Care Services
Logistics & Transportation	Insurance
Manufacturing	IT Services
Security	Media
Software	Telecommunications
Real Estate	Travel & Hospitality
Retail (TOMS Shoes)	Education Services

4: How

Once you have determined the products and services that are to be delivered to the marketplace, how the plan will be executed is key. Market domination greatly depends on the excellent execution of the core business processes. More specifically, the business owner must know which business process to use as a competitive advantage. The allocation of the company's resources is the key to the overall profitability and market positioning.

Guidelines demonstrate how each area of a company's operation is used to support the market positioning with stated goals, examples of leading companies in each area, and sample objectives.

GOAL:

Low Cost Provider with The Highest Quality

CORE PROCESS:

Procurement, Logistics, and Distribution

LEADING COMPANY

Walmart

SAMPLE OBJECTIVES

Effectively source raw material at the lowest costs

Leverage transportation channels to reduce costs

Create a just in time fulfillment of the product

GOAL:

Meeting and Surpassing Customer Expectations

CORE PROCESS:

Operations

LEADING COMPANY

TOMS Shoes

SAMPLE OBJECTIVES

Excel at being on time and under budget

Exceed customer expectations through operational excellence

Be recognized for the innovative approach to traditional business practices

GOAL:

Providing Services Making Every Customer Highly Successful

CORE PROCESS:

Product or Service Development

LEADING COMPANY

Accenture

SAMPLE OBJECTIVES

Create strategies that expand the current offering

Combine process and technology to provide a competitive advantage

Provide rapid implementation of mission critical strategies

GOAL:

Expand and Monetize Brand For Our Customers

CORE PROCESS:

Marketing, Sales, and Customer Accounts

LEADING COMPANY

Scopely

SAMPLE OBJECTIVES

Create brand awareness for specific target markets

Deliver ROI for marketing dollars spent

Increase revenue through innovative marketing techniques

GOAL:

Provide Unprecedented Customer Satisfaction

CORE PROCESS:

Customer and Aftersales Services

LEADING COMPANY

Nordstrom

SAMPLE OBJECTIVES

Treat every customer as if they were the only customer

Answer the customer's question on the first ring

Provide effortless purchasing experience

GOAL:

Provide Technology That Makes Everyone's Life Better

CORE PROCESS:

Technology /Infrastructure

LEADING COMPANY

Google

SAMPLE OBJECTIVES

Leverage technology to improve efficiency in every aspect of the business

Provide real-time interactive, reactive data

Miniaturize components with more memory and processing power

5: Who

Identifying your ideal customer allows your resources to be highly focused on finding the right prospect during the marketing and sales cycle. This profile goes beyond the initial stages of finding the ideal customer as it creates a path to convert customers over time into Raving Fans of your product and service. Business-to-business and business-to-consumer business have two different ways of measuring their customers. Below is a sample of the types of ideal customer criteria we would use for each of the different types of businesses.

Business to Business

Ideal Customer Profiles mainly focus on the alignment of business operations, the size of the company and their ability to afford your product or service.

These customers seek outside assistance, for example, reducing operating costs, improving the quality of the product, or becoming more competitive in the marketplace. They have something to gain from working with an outside vendor. Ideal customer selection categories would include:

- Annual Revenue
- Number of employees
- History of purchasing your product or service
- Purchasing budget allocation
- Locations (domestic and global)
- Commonly seeks outside solution to problems

Business to Consumer

Ideal Customer Profiles take a different perspective. This effort is more targeted toward an individual's buying pattern and being able to segment their specific needs within that target pool. It is especially important when allocating marketing budgets with specific messages to attract the right customer.

TOMS Shoes is a business-to-consumer model. Ideal consumer selection criteria would include:



- Demographics – including age, race, sexual preference, household income, religion, and education level
- Psychographics – including, personality traits, core values, attitudes and social lifestyle
- Behavior – including personal preferences, such as sports, music, books, where they like to gather, and hobbies

6: Goals

Business goals represent several categories that align with the overall strategy of the company in daily operations. Depending on the business and its specific focus on products and services, each area will evolve over time as the company matures.

When creating The Promise, set the right priorities that will create the voice of the company. If the focus is only on the strategy goals, the delivery and operation arm of the company will be out of balance with the strategy goals. Both must be in lock-step. That being said, the strategic goals elevate into the final overarching statement for the company's Promise.⁽⁶⁾



Strategy Goals Examples

Innovation goals are key to creating the market differentiation from the competitors. Regardless of the industry, product or service, companies must constantly innovate to stay current with market demand. Establishing the innovation goals will drive the company's focus.

Examples of Innovation Goals:

- Be the industry leader in the use of technology
- Become the worldwide source of your product
- Hold at least fifty patents for your innovation



Profitability goals are the key measurement for shareholders and investors. For start-up companies, they must show a healthy path to profitability. For more established business, their key measurement is a quarter over quarter growth in both profitability and revenue.

Examples of Profitability Goals:

- Reduce operational costs
- Maintain quarter-over-quarter revenue growth
- Maintain a low daily average of accounts receivables



Market Share goals establish the business footprint in the competitive landscape. Staying competitive will drive new customers to the business and will maintain the current customer base. Having the right product/ service, at the right time and at the right price is the key to staying a viable business.

Examples of Market Share Goals:

- Establish or increase brand awareness
- Find new markets for products and services
- Increase networking with partners



Operational Goals Examples

Departmental Operations goals refer to the effectiveness and efficiency of the daily operations. Well-run companies will have lean operating expenses with high utilization of their assets. For example, customer resolution time is a common measure for a call center.

Examples of Day-to-Day Operations:

- Improve customer satisfaction
- Improve employee satisfaction
- Measure management transparency



Research and Development goals focus on converting an innovative idea or trend in the marketplace and being able to deliver it in time to take advantage of the consumers' demand.

Examples of Research and Development Goals:

- Reduce the time from idea to prototype
- Maintain a high-level of quality control standards
- Deliver on time and on budget



Sales goals are the lifeblood of the company. Without accurate sales projected and deals closing on time, the financial position of the company will be in jeopardy.

Examples of Sales Goals:

- Improve prospect to client close cycle
- Measure the accuracy of the sales pipeline
- Maintain the proper balance between potential prospects/suspects and prospects in the pipeline



REFERENCE CHAPTER 1

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- (5) Inc. 5000 2015: The Full List. The Editors of INC. <http://www.inc.com/inc5000/list/2015/>
- (6) Set Goals and Objectives in Your Business Plan. Steven D. Peterson, Peter E. Jaret, Barbara Findlay Schenck. <http://www.dummies.com/how-to/content/set-goals-and-objectives-in-your-business-plan.html>

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Six-Step Framework Worksheet

Area Of Interest		
1: Core Values		
2: Why		
3: What		
4: How	Goal	
	Core Process	
	Objective	
5: Who		
6: Goals		
The Promise Statement		