

# **MAKING BUSINESS WORK**



**Inside  
Secrets  
Of  
Success**



**Margaret S. Ross**



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## **Inside Secrets Of Success**

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## APPRECIATION

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## PART ONE



## The first secret

### RECOGNIZE WHAT WORKS

Business success is like a treasure hunt.

Part One examines Secret One - "Recognize What Works." Being able to recognize what makes business models work is an enormous benefit on a business treasure hunt.

What often appears to be amazingly good luck or business brilliance is actually just having the right business treasure map, knowing its secrets, and then being able and willing to dig.

In this section, you'll be introduced to all three "insider" secrets of Making Business Work. Each secret is like a treasure map clue.



## RECOGNIZE

The journey of a lifetime begins with a single step.

-Lao Tzu (Chinese Philosopher)

If you can't describe what you are doing as a process, you don't know what you're doing.

-W. Edwards Deming (Quality Management Specialist)

Twenty years from now you will be more disappointed by the things you didn't do than the ones that you did.

-Mark Twain (Samuel L. Clemens) (Humorist)

The only place **success** comes before **work** is in the dictionary.

-Vince Lombardi (Coach)

Courage is rightly esteemed the first of human qualities... because it is the quality which guarantees the others.

-Sir Winston Churchill (Statesman)

If you can dream it, you can do it. Always remember that this whole thing was started with a dream and a mouse.

-Walt Disney (Innovator, Artist)



## RECOGNIZE WHAT WORKS

### Key Points

1. Businesses, like aircraft, fly by design not by accident.  
**Stages of Business Model Development**
2. Theoretical Business Model: Interesting ideas not proven by profit.
3. Working Business Model: A business model that makes a profit
4. Business Super Model: A business model that continues making profits. This company has the complete set of nine superstar identifiers, and the company can expand while remaining profitable.
5. Business Super Model System: This is the highest level of development. A Business Super Model that can be **taught, replicated, and expanded.**  
**21st Century American Dream**
6. The dot com gold rush years (1995-2001) cleared the way for today's profit opportunities and enabled a technological revolution that has created unprecedented amounts of business treasure.
7. Technology tools can now support a personalized (one-to-one) version of the American Dream.
8. The American Dream is alive and well. That dream now includes a wondrous W.I.F.M. (wiff-um) What's In It For Me? Today's preferred W.I.F.M. is Freedom + Fun + Make a difference + Rewards that are worth the work.

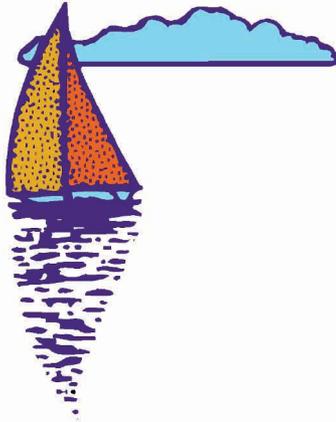


## Chapter One

### THE AMERICAN DREAM

I'm often asked to paint a picture of the American Dream for 2002 and beyond. It's a fun question about an exciting subject. During twenty-years of helping top executives find more profit (treasure) for their companies, I've discovered secrets for making business work. This book's purpose is to share those secrets with you. Let's start with "today" and then I'll recap how we arrived at this special intersection in America's business history.

#### TODAY -



I believe that the dream of business ownership success is alive and well in 2002. It doesn't look like it did even a few years ago when Americans dreamed of owning a franchise or becoming a dot-com millionaire. Today's dream is **bigger**, has **fewer boundaries** and more options than ever before.

Imagine this — sitting on your balcony overlooking Charlotte Amalie Harbor in Saint Thomas on a Tuesday morning in December, watching the cruise ships majestically steam in to port. You're quietly sipping freshly-squeezed juice and catching glimpses of the twelve, scarlet, diamond-shaped sails from the sailing school darting across the crystal-blue Caribbean waters.



It's knowing that your family is already down on the beach enjoying their scuba lesson. It's thinking about the memories you'll be making with them this afternoon during a family scuba adventure in the clear waters of Trunk Bay on the neighboring island of St. John.



That American Dream is business ownership that's **not tied** to yesterday's limits. It's not tied to a single technology, a product or service, or even to what's happening in the general economy. It's not dependent upon a specific business location, a local client base, or to any of the expected business infrastructure requirements of the last ten years. The most important parts of the American Dream have stayed the same for over two hundred years; while the business methods, routes and tools have changed dramatically.



Today's dream can be having your company *"Open for Business"* - from that favorite vacation spot or golf course - just by turning on your wireless phone and linking up to a thriving enterprise that doesn't require that the owner be leashed to a physical business location. It can be like having your office in your pocket and having access to a business super model that works when it is worked. A model that offers the rewards that are worth the work.

Owners today seek some magical combination that offers financial freedom, family, and fun while being able to make a difference. This combination is known as their W.I.F.M. (wiff-um). It stands for "What's in it for me?" Many of our CEO clients have found that they must sacrifice several of their American Dream components to keep their company growing. The first two dream casualties are usually fun and freedom.

## **THEN**

Hundreds of years ago, owning land was the American Dream, so the dream looked like a family farm. The dream changed as we did. It changed from owning a farm to owning a store. From owning a store to owning a manufacturing plant that made things for stores.



In the chart below, you can see the imaginary business history of the Miller family.

## **MILLER FAMILY AMERICAN DREAM**

<b>1800's</b>	The Miller Family Farm
<b>1850's</b>	Miller Family General Store
<b>1900's</b>	Miller Manufacturing
<b>1960's</b>	Miller Company and Franchises
<b>1990's</b>	Miller Corporation/Boutique Products
	Miller.com
<b>2002</b>	The Miller Family's Business (MORR)

During the late 1960's – 1980's, the dream changed from owning a store with your family name on it to buying the rights to use someone else's name. Why were people willing to pay \$50,000 - \$250,000 dollars for the right to have a business with someone else's name on it? The big reason is that these people with names like McDonald's, and Walton had a proven track record of success.

McDonald's franchise purchasers were buying access to a McDonald's treasure map. The map was expensive (e.g. \$250,000+) because it came with clues and the recommended treasure route was already marked. This system increased the likelihood of finding some treasure, but it also decreased the owner's independence.



## The Second Great Gold Rush



America's first gold rush began in 1849. By 1852, too many people were after too little gold. California still held great business opportunity, but the sector offering the most profit potential (treasure) had changed. Many "gold seekers" completely missed the new opportunity. It had shifted from "gold discovery" to "gold seeker supplies and support services." The people in California making money were selling everyday things. One example was Levi Strauss who manufactured heavy denim trousers for miners. Out of those crazy times came real business benefits, like improved mining techniques and tools that created family fortunes for future generations.

Starting in 1995 through early 2001, businesses that ended in dot-com resembled the gold rush frenzy of 1849. Business operates in cycles and history repeated itself. Some 20<sup>th</sup> Century gold seekers misidentified the opportunity and dug in the wrong place. Others arrived without accurate maps, didn't bring enough supplies or the right tools to get the job done. Like the gold seekers before them, many lacked the **staying power** to last through the down cycle.



Others are profiting from that business history lesson. The Kamaron Institute has worked with smart businesses that added dot com as an additional way to increase their treasure. We've helped as they mapped treasure routes or developed better tools to find future treasure. They are prospering.

Just like the first gold rush, significant technology improvements were made in the dot com rush. The technology sector is continuing to grow. Those making the most money in the Internet economy are in "supply and support services" business sector. They are profitably selling everyday items that provide a real value and solve problems for real people. They're the 21<sup>st</sup> Century version of Levi Strauss.