



Everything You Always Wanted to Know About Profitable Growth, But Didn't Know Whom to Ask

by Roger Harrop

Liability disclaimer: The material contained in this e-book is general and is not intended as advice on any particular matter. Roger Harrop Associates and the author expressly disclaim all and any liability to any persons whatsoever in

respect of anything done by any such person in reliance, whether in whole or in part, on this e-book. Please take appropriate legal advice before acting on any information in this e-book.

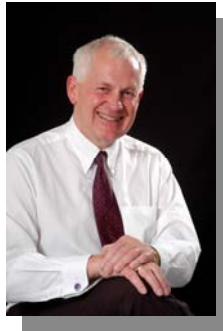
You Own the Reprint Rights

I believe this e-book contains vital information, so I'm giving you free electronic redistribution rights. Yes, it's yours free!

This means that you can give it away to other people. You can send it to your mailing list (but no spam, please)! You can give it away on your Web site. You can even sell it for any price you'd like and you get to keep 100% of the profits! It's up to you.

The only restriction is that you must not change it in any way, which means that you must distribute it in its original PDF format in its entirety.

Introduction



Sustained profitable growth is the target that CEOs most seek for their business.

I've been involved in running many, many businesses across just about every sector, size and geographic location.

In this e-book, I'm going to share with you the 10 (+1 extra!) most common questions that clients ask me about achieving sustained profitable growth.

Roger Harrop

Question 1

Answer:

Take time out from the day-to-day.

Why? Because that will allow you to 'get up in your helicopter' and look at the bigger picture and focus on your strategy for success.

“How do I remain focused on the strategy?”

So - find a regular time that suits you to get in your helicopter - maybe a Friday afternoon once a month.

To get started, pick up your diary NOW and block out three dates and times - and tell whoever is your 'gatekeeper' that you are not available on those dates.

Question 2

Answer:

Judge them on their ability to sell to you.

Here's why: CVs mean nothing in respect of salespeople.

“How do I find dynamic sales staff?”

So when you recruit sales staff make sure you test their ability to SELL something to someone who doesn't want to buy.

Write out a scenario now that will do this and incorporate it into the evaluation of every new sales person. My audio CD *Recruit to Win* gives examples.

Question 3

“How do I find and motivate capable people?”

Answer:

Put considerably more effort into it than you ever imagined.

Why? Because there is probably nothing more important to get right in your business today.

You (not the HR department) need to spend time getting the job and person specification precisely right. You need to recruit against that specification and you (not HR) need to work at motivating and developing them.

To get started, start to map out this procedure. My audio CD *Recruit to Win* takes you through each step.

Question 4

Answer:

Find a compelling reason for them to!

Here's why: *Everyone* has an interest in considering new or alternative suppliers if their curiosity has been aroused.

“How do I persuade prospects to give us an opportunity?”

So each time you communicate with a prospect - from the very first contact to the last - you have got to *sell* your company, your product or service - and you.

To get started make sure that you, and everyone who ever has contact with a prospect or customer, knows your USPs and what differentiates you from the competition.

Question 5

Answer:

Recognize the importance of doing so.

Your staff *deserve* for you to spend time on developing, growing and challenging them. They need to know that you think they are important.

“How do I develop individuals to their full potential?”

Develop a regular routine of discussing members of staff, what makes them tick and their progress. Surprise them with recognition and opportunity.

So think of two people who you think have potential and delegate a project or a responsibility to them NOW - I guarantee you'll be surprised at the results!

Question 6

Answer:

Do lists.

Why? Because if you write a 'to do' list it's much easier to priorities - and keep it in front of you.

“How do I focus on the highest priority?”

So write out your list, then work at delegating at least half the items to someone else, then prioritise the remainder - based solely on company needs - and keep it in front of you.

Next Monday (and every Monday), write your list, delegate half, priorities the rest and keep them in front of you. Why not have it as your screen saver?

Question 7

Answer:

Discipline.

Why? Sales people tend to be 'right-brain' people and they need 'left-brain' structures and disciplines imposed on them to measure and sustain the effort.

“How do I sustain the sales effort?”

You need call plans, visit reports, recommended tactics and you need to measure call rates, quote/order ratios, success rates etc.

To get started, map out these disciplines NOW and introduce them step by step (incidentally the sales people will probably hate them initially!)

Question 8

Answer:

Marketing!

That's what marketing is all about - identifying the prospect, understanding the prospect and getting them interested in what you have to offer.

“How do I get into new clients?”

You need to establish how you will address the first three steps in ‘The Universal Buying Process’ (see my book [*Staying in the Helicopter - the key to profitable growth*](#) ISBN 0954958608)

Set up a two hour meeting NOW with your people, with ideally someone like me from outside, and brainstorm your marketing approach.

Question 9

“How do I cope with customers’ need for lower prices?”

Answer:

Decide if you’re in the commodity business or not.

Why? Because if you are then lower prices are the name of the game. If not then they shouldn’t be.

If you are in the commodity business you need to vigorously target operational efficiency.(see my book [*Staying in the Helicopter*](#)). If not you need to work at the things that drop price lower down in the buying decision list.

What to you do immediately? Call me - or someone like me - and talk it through NOW.

Question 10

Answer:

Develop markets.

Here's why: To be in a situation where you are wholly reactive to customers' timescales on long term projects is dangerous.

“How do I get in control of my own destiny?”

You need to develop 'bread and butter' markets where you can be proactive and influence the timing and level of business you receive.

Start now to evaluate parallel or adjacent market sectors.

Question 11

Answer:

Sell yourself!

Investors need to be sold to in the same way as customers do.

“How do I catch the imagination of potential investors?”

You need to be clear what the compelling reason is for them to invest in you and you need to use all the same selling techniques as you do with your customers - including asking for the order!

To get started, list out the compelling reasons to invest and bring in someone to give basic sales training to you and your finance people and anyone else involved in the process.

Conclusion

Sustained profitable growth is the nirvana that most CEOs seek. Achieving it is more about people and keeping focused on the big picture than anything else.

Find Out More ...

The ideas you've just read are in part taken from [my book 'Staying in the Helicopter™ - the key to profitable growth'](#) and [my audio CD 'Recruit to Win'](#).

Also sign up to my newsletter [The Helicopter](#) - It's FREE and full of great profit-building ideas.

- and see my website www.rogerharrop.com



About Roger Harrop

Roger Harrop is an International Speaker, author, Business Advisor and Consultant who inspires and entertains his audiences with his acclaimed *Staying in the Helicopter™* series. Over 2000 CEOs and others have achieved massive growth in profits and sales through his thought provoking and entertaining speeches laced with real-life stories, anecdotes and humor.

He is a former CEO of a highly successful high tech multi-national publicly quoted company and is a member of The Professional Speakers Association, a former Vice-President of The Institution of Mechanical Engineers, and a Liveryman with The Worshipful Company of Marketors.

He is an accredited SME business advisor, a trained Assessor and Coach, and is on the Chairman panel with a number of Private Equity Houses.

He is Speaker of the Year with The Academy for Chief Executives and a member of faculty of the Ohio based Institute for Management Studies.

You can contact Roger at:

Roger Harrop Associates, Anchor House, Cuxham Road, Watlington, OX49 5JW, UK.

T/F: +(44)1491613635 E: roger@rogerharrop.com Skype: rogerharrop www.rogerharrop.com

Can we help you?

Here are some of the things that people say:

'Roger, we have seen a sustained increase in revenues and profits as a direct result of attending your workshop. Thankyou !'

- Martin Mulligan, CEO, Martin Mulligan Group Limited

*'Experienced! Authentic! Articulate!
Roger wowed the crowd in Singapore and it was a pleasure to
work with a truly professional individual!'*

- Dave Rogers, Director, XL Results Foundation

*'It is no coincidence that the Group's dramatic improvement in performance, over the past 18 months,
relates directly to Roger's association with us.
His informed detached views, delivered in a supportive manner were key to assembling a high
performance top team, and setting a deliverable strategy for the Group.'*

- Ian McKernan, Chairman, Molecular Products Group plc.

If you'd like us to work with you, visit our Web site at www.rogerharrop.com .