

THE AGENDA

What Every Business Must Do To Dominate The Decade

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MAIN IDEA

Today's business world calls for a new management agenda simply because consumers rather than manufacturers are now in the driving seat of the economy.

The new agenda of items managers must pay attention to has nine elements:

- The first two items (1.ETDBW and 2.MVA) specify specific actions by which companies differentiate themselves and create loyal customers.
- The next two items (3.Processes and 4.Creativity) outline how businesses must be organized to perform well.
- The following two elements (5.Measure and 6.Loosen) describe the best way to manage a business effectively in the customer centered economy.
- The last three items (7.Build, 8.Partner and 9.Extend) focus on how the Internet must be harnessed by managers to enhance and improve their business operations.

The Nine Critical Items On Every Manager's Agenda	
1.ETDBW	Make your company easy to do business with.
2.MVA	Give customers more of what they really want.
3.Processes	Make high performance feasible and achievable.
4.Creativity	Create order where chaos previously reigned.
5.Measure	Make measuring part of managing, not accounting.
6.Loosen	Manage without excessive levels of structure.
7.Build	Transform distribution chains into communities.
8.Partner	Collaborate wherever and whenever you can.
9.Extend	Integrate virtually to grow your business more.

1. ETDBW – Make your company easy to do business with. Page 2
The key challenge is to become ETDBW – easy to do business with. To do that, look at your product descriptions, order systems and billing practices through the eyes of your customers, and do everything possible to save them time, money and frustration.

2. MVA – Give customers more of what they really want. Pages 2 - 3
To avoid commoditization (selling a me-too product or service), find ways to add value by doing more for your customers. In fact, to create MVA – more value-added – don't simply drop off your product at the customer's doorstep. Go through the door, look at what customers do with your product or service and then find ways to do that for them.

3. Processes – Make high performance feasible and achievable. Page 3 - 4
Customers care only about your results, but employees have to focus on the end-to-end processes that generate those results. Be obsessive about those processes. Manage them, continually improve them, appoint an owner for each process and make everyone aware of them.

4. Creativity – Create order where chaos previously reigned. Page 4
If you bring discipline and structure to the creative areas of the business (like sales and product development), you reduce your reliance on luck and make ongoing success the result of good design and sound management rather than good fortune.

5. Measure – Make measuring part of managing, not accounting. Page 5
Most traditional measures tell you what has happened. Therefore, develop new measures that tell you what will happen in the future – by linking the things you control with your overall goals. Measure the items that need to be improved, embed those measures and then improve them.

6. Loosen – Manage without obsessive levels of structure. Pages 5 - 6
Instead of having managers run sharply defined business units, make it easy for them to collaborate with their peers. Get managers working together for the good of the overall business enterprise rather than to get promoted.

7. Build – Transform distribution chains into communities. Page 6
Instead of selling to distribution channels, build a community that works together seamlessly to serve the end customer. That way, the final customer's voice will be heard by everyone to guide what they do.

8. Partner – Collaborate whenever and wherever you can. Page 7
Most overheads lurk at the edges rather than deep in a company. Exploit the Internet to streamline the connection between you, your customers and your suppliers. Collaborate aggressively to drive down costs and reduce overheads.

9. Extend – Integrate virtually to grow your business more. Page 7
Instead of trying to deliver a complete product, focus exclusively on what you do best and integrate virtually with others who can do the rest better than you can. By working together, you'll have better products than you could ever have developed alone.

The Six Keys To Applying The Agenda Page 8

The Three Concrete Steps You Can Take. Page 8

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