




Strategy Overview

By Richard Mushwana

A dark silhouette of a hand holding a pen, positioned in the bottom right corner of the cover. The background of the bottom half is a solid dark olive green.

Strategy Overview

Focusing on the following nine as vital functions to grow your business:

Marketing

Sales

Referrals

Servicing

Finance

Administration

Compliance

Governance and

Operations

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Business Development



The inter-functional process that should be formulated reviewed and innovated constantly in line with the market trends, to create opportunities for both marketing and sales functions in order to maximize the potential for market access.

Marketing



The strategic planning and operational process through which brand and product awareness is made, sales leads generated, and cross selling and up-selling opportunities leveraged on existing clients.

Sales



Selling is the act of leveraging the opportunities created by both business development and marketing processes, to prospect, using human touch, presenting the products and services with the prices thereof, building a pipeline of interested clients, and making follow ups while keeping sales process records in stages until it reaches the point of sale conclusion where contracts activated. A clear sales process needs to be designed with policies such as the cancellations, discounts and delivery terms and conditions in order to avoid none compliance with the regulations and also to avoid upsetting the market.

Referrals

Referrals are not sales, but they are systematically channeled into the leads pipeline in order to cause sales; therefore a business development strategy should consider a referral system as a tier function at every stage of the sales process.

Existing clients, colleagues from other business departments, suppliers, partners and employees may refer new business, and for this to happen efficiently there has to be a clear system with a reward in place, such as a referral fee, channel of client information sharing and good general product knowledge by all stakeholders in the business.

Marketing would be responsible to ensure that such system is developed and implemented.

Servicing



Servicing is what needs to be done after a sale contract has been concluded, it is an operational function, but it links to marketing as well, and the approach used in servicing clients will determine whether they stay with the business or they leave, depending on the experience that the business gives them.

The personnel responsible for servicing the clients need to have communication skills, numerical skills, patience, and empathy. Clients’ queries differ in complexity, also people differ in levels of intelligence, so the personnel who deal with clients

need to be of a certain level of intelligence to be able to investigate problems and solve them wisely.

A more complex query will require a sophisticated servicing person to handle it, and vice versa. A skills development program may help to maximize the intellectual potential of the personnel.

Finance



A professional financial modeling is needed to work out the costing and revenues in a manner that will enable profitability, as an expensive business

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system may not always yield returns that sanction a business principle to be achieved.

In a single work-book there has to be an interdepartmental budget and revenue projections for the foreseeable future, in order to calculate financial risk and strategize as efficiently as possible with interdepartmental values on front of you. A dedicated financial control mechanism will ensure a steady cash flow, resilience to undesirable market climate and a lengthy resilience to financial challenges.

unresolved queries, and also for the court of law, and for future studies on the trends of the business.

In order to service clients efficiently the servicing personnel need to be able to access well organized information within seconds of entering the clients’ credentials into the system where also guidance notes should be prepared at each point of interaction when dealing with clients.

Compliance



In order to combat market abuse the governments have created laws to govern the business environment, and all businesses therefore have to

ensure that they follow their particular industry legislation in order to operate legally.

When performing business functions such as marketing, sales, administration and finance etc. there are by-laws which govern the conduct, for example in marketing there are intellectual property laws such as the Patents Act, market protection laws such as the Consumer Protection Act, the FAIS Act and Protection of Personal Information Act which maybe be easily contravened if one is not clued up with them, or if the compliance strategy, systems and procedures are not in place.

There are also laws such as National Credit Act, Tax Act and National Minimum Wage Act, and few others that have to be considered for one to comply.

Governance



Governance has to do with the control and order in the organization, and if the structures are well designed governance will have its way.

Internal compliance with the business system, processes and procedures is as a result of the success of the governance function, and the CEO of the organization is the commander in chief to the operational governance, while large corporations also leverage the availability of their non executive board to oversee governance from the strategic position.

Organizational designs differ, but a well designed system should make the organization governable. An invasion into the organization by corrupt people causes a collapse in the system, especially if such

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people are in leadership of critical functions such as governance, finance and administration.

You need to determine a business culture from the start, or you should consider retrenching and hiring new personnel if the entire organization proves to be rotten and being too expensive to effect change. In this case you would still require expert change management assistance.

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Operations

Synergy



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Have you ever been transferred from pillar to post in a call centre, or been sent to more than two people at different times before a query could be resolved? If you have had this experience, it means that the organization which gave you this experience may have had no inter-departmental synergy, and as a result no could have known how to refer the query to the relevant department.

Whose problem do you think it is? The general manager is the first employee of the business, he/ she is to be blamed for not developing and implementing systems and processes that cultivate synergy amongst the departments, and the reasons for this may be lack of skills, laziness or poor governance.

In other words, if the it be that there is actually a strategy in place, then the system is not yet implemented, and if it is, then there are no processes, and if there are processes already in place, it means that the personnel lack training, and if there they have been trained, it means that there is no governance manager and the business processes and procedures are not adhered to.

It begins with the general manager. This material helps you to have an overview so that you can start

planning, and then organizing. Eyeage is your partner in this process; we are here to help you reach your milestones. You can achieve much bigger things if you only plan, and to plan well you need experts to support you all the way.

Remember, as a general manager you need to fulfill the management principles throughout every process; planning, organizing, leading and controlling, and your sub-ordinates also need to follow the same principles in the functions as well.

Therefore you cannot manage without coaching your staff timely, and in some instances you need to be the trainer, or you need to be ready to get your staff into specialized training for their performance to increase.

Some elementary business functions require minimal training, but management functions are complex to handle without further training and development.

General Training



Develop a comprehensive manual for internal training, let every employee have the general knowledge of your product or service even if they are not involved in marketing and sales, and this will help to solve indirect business challenges which may arise as a result of missed inter-departmental processes and procedures.

Some of the challenges may include clients who may not have followed the correct processes and procedures, i.e. in submitting a service application or a query. In this case the employee who may not specialize in that process will be able to refer the query to the relevant department with ease and speed, and this will avoid losing the client as the

issue will be dealt with, speedily, without causing the client to run around.

During an audit process, staff perception survey and strategy development it helps for the feedback to be more accurate, as it would be easier to locate information. It also helps with several compliance aspects, a trained staff member would have signed and even their portfolio filed safely, indicating their training that they have undergone.

The training records help to settle difficult insurance claims for the business, to handle certain staff performance disputes and to plan each staff member's personal development in line with the vision and milestones of the organization, and to comply with skills development legislation.

If every staff member understands the product and the service, it will increase the leads pipeline to feed into the sales department, because clients will be happier and the staff member will quickly pass the leads to the sales department, and the business will flourish faster than the counterparts who lack the same approach in their general management strategy.

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For a detailed strategy on each functional area of business, book a general consultation session with our consultants and then schedule the service over a period of a month, three months, six months or even a year. Coaching sessions, mentorship programs and once off service offerings are available for your business strategy, go with what suits your budget.

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Eyeage is a collective brand name of the Eye Age Group (Pty) Ltd, and its subsidiaries, where professionals meet to put their heads together and produce business results in various industries.

If your business has not yet received a strategy overview from Eyeage you are missing out. You can meet our consultants at Eyeage for a consultation on your next business venture, corporate entrepreneurship, project review or new strategy formulation.

We have organized a sea of professionals to look into your business, start-off with a small budget and grow with us. No matter how small you are, we can tailor a sizeable budget to suit your size.

More than three hundred businesses have benefited from Eyeage, we have even gone as far as opening doors to business worth more than R10 billion in since 2016, but many businesses are not strategically organized to leverage on these opportunities.

And as a result we have expanded our consulting horizons to fix this stumbling block, in order for businesses to be ready for opportunities. Consulting with us will open doors for you and will also make you ready to tackle even the toughest business challenges.

Our revolutionary strategies aim to usher South Africa and the rest of the African continent to a greater levels of renaissance through the enhancement of businesses, as well as the new ventures – let us partner with you, for Eyeage is the future!

