

A hand holds a brass compass with a white face and green directional markers (N, S, E, W). The compass is open, showing its internal mechanism. In the background, a map is visible, and the scene is set against a blurred natural backdrop with warm, golden light.

BEYOND BETTER BUSINESS

Advisory.Works®

Strategy | Execution | Partners

Taking You Beyond Business As Usual

The most important thing you
can do right now?

HAVE A PLAN.

Over the last 18 months, business leaders have had to deal with a perfect storm of surprises, supply chain threats, issues obtaining and holding onto quality staff, external risks, and challenges adapting to digital that have created unsurpassed challenges for leadership teams. It has tested strategies across the country, and it has starved many organisations of the oxygen they need.

The businesses with clarity on their environment are the ones who are coming out on top – and will be the best prepared to act as we tentatively open up towards the end of the year.

We've seen superb action from organisational leaders who have identified their industry's Predictability (can we forecast it?); Malleability (can we shape it, either alone, or with other organisations?); and Harshness (can we survive it?). That's enabled them to utilise the correct strategy for their environment – then execute it.

What we urge is this: know your environment and get alignment on your strategy. We've found BCG's excellent Strategy Palette has prompted the most productive conversations, and generated discussions on which approach will have each organisation leading the market. For those unaware, BCG's framework features five strategic approaches:

- **Classical** (Be big) – achieving sustainable competitive advantage by positioning your organisation optimally in an attractive market
- **Adaptive** (Be fast) – through serial temporary advantages, when the business environment is unpredictable and difficult to shape
- **Renewal strategy** (Be viable) – to make your business more viable when its survival has been threatened by the harsh conditions of your market
- **Shaping strategy** (Be the orchestrator) – breaking some commonly accepted 'rules' and re-shaping an existing industry
- **Visionary** (Be first) – when there is an opportunity newly create an industry

In any given environment, the above strategic choices take on different flavours. If you're in tourism or events, then right now you should be taking on a Renewal approach. Those in the service industry may take on a Shaping strategy, and look for new ways to shape how services are delivered to the market. Those who are entrepreneurial will likely be creating their own industries under a Visionary strategy – or, challenged by uncertainty, and needing to respond, might be looking at an Adaptive framework that looks to capitalise on growth out the other end.

We can't know the future, but we can discuss, debate, and decide to be prepared. The health of your organisation has always been defined by choices. Make the right ones.



ONE WORKSHOP YOU CAN'T AFFORD TO MISS

At macro, local, and company levels, the piling-up of the unexpected has created challenges for leadership teams and strategies alike. We can't always see what's coming – but we can be prepared.

On October 5, Stephen Lynch and AdvisoryWorks will be leading an interactive leadership workshop livestream event – *Ready to Strike: Scenario Response Planning with AdvisoryWorks*

Over 90 minutes, Stephen Lynch will empower your leadership team with scenario-planning tools that will enable you to act quickly and with confidence – whatever happens next.

Find out more and [register here](#).

ONE TOOL FOR A BETTER BUSINESS

The BCG Strategy Palette has been invaluable for organisations needing new direction, or to define 'the strategy of their strategy'. This tool will help you define which models will help you make your strategic choices and reposition your organisation.

ONE VITAL STATISTIC

5% — According to the latest data from credit bureau Centrix, company closures in the three months to June rose to 8% – in line with last year's unfortunate trend. However, the business outlook is positive in New Zealand, with new registrations up by 5%.

ONE GREAT READ

We're overworked and overwhelmed... But what if it could be easy?

That's the central question Greg McKeown tackles in *Effortless*, the follow-on from his debut book *Essentialism*. We know that effort equals results and that sometimes things are hard, big, and weighty. But great things aren't reserved just for those who bleed, who burn out, or who almost break. Here we're presented with an easier path to achieve success without having to think smaller or aim lower. Imagine the possibilities that could unlock.



ONE BETTER BUSINESS IN ACTION

— GLOBAL FIRE



GLOBAL FIRE IS COMMITTED TO SAVING LIVES.

The leaders in passive fire protection in New Zealand, Global Fire has been ramping up their impact since launching in 2014. By working closely with councils, commercial operators, and fire engineers, they're reducing the harm caused by building fires – and creating more time for people to safely escape and put out fires.

Juedie Nowell started Global Linings with her then-husband three decades ago, specialising in plasterboard linings and interior solutions. When the opportunity to expand into fire protection came up, Juedie leapt at the chance to provide safer environments for retirement villages, schools, hospitals, and other commercial premises. Global Fire emerged.

However, it was in 2016 that Juedie was looking at stepping back and bringing in managers to run the company. A well-timed email from their bank invited Juedie to one of Simon Mundell's iconic seminars.

"The talk ticked every box for what I wanted," reflects Juedie. "We had a plan, but it was a bit Mickey Mouse. I had no idea how to prepare Global Fire and Global Linings for my exit – so knowing that there was a team at Advisory Works who could help me create a strategy and develop my staff was pretty inspiring."

Juedie and Global Fire started working with Chris Bunce to develop a strategy that would enable Juedie's retirement, as well as the focussed growth of the organisation driven by meaningful goals and a strong culture. They turned their energies to teaching and mentoring the managers so that they could lead the company by working together. "They've all grown so much," says Juedie. "And learned so much too. They have the

absolute ability to take the company through the highs and lows."

While Covid has "put a few fireworks" into the mix, it's also encouraged both companies to sit back and re-analyse where they're going. Global Fire, Having smashed their 10-year goal within four years, they've reset their BHAG of protecting 450,000 lives by March 2022 (something made visible to the whole company with rolling displays in their office) and are growing and investing more in the businesses with ambitions to take on the world.

Juedie sees the biggest lesson as "to have a plan – and to work to those goals."

"We have yearly plans and 10-year goals. Chris would help us break them down to yearly and quarterly goals. We were accountable to them; if we hadn't achieved them, then we'd be swallowing hard! The strategies and approaches from AdvisoryWorks have made us seriously look at how effective we were and kept us on track – as well as challenging us to grow.

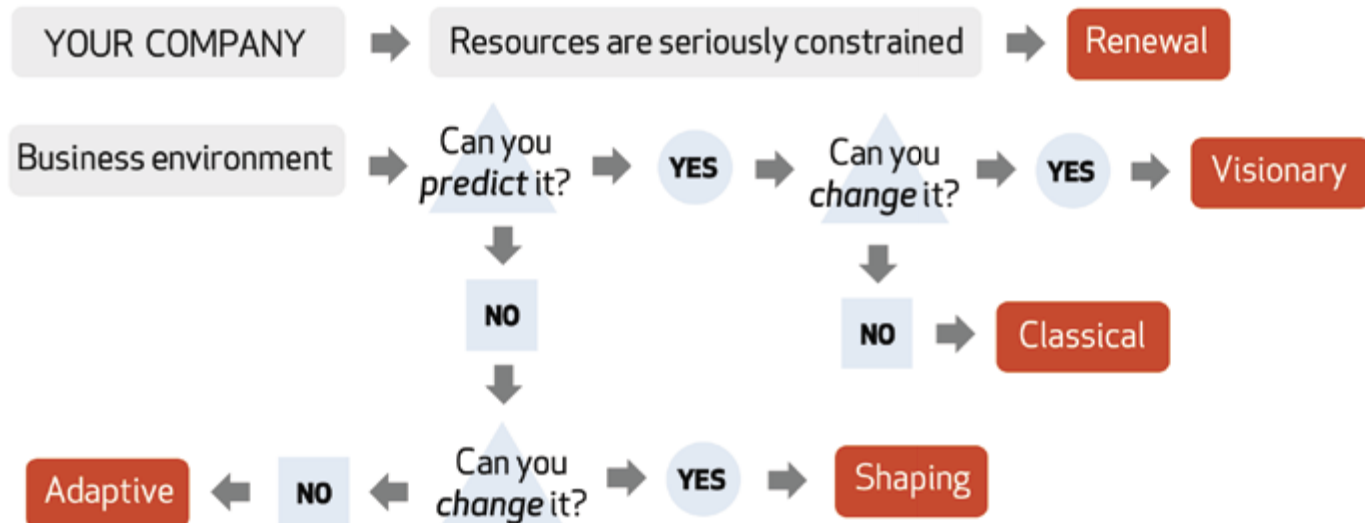
"Categorically we couldn't have gotten where we are without the help of AdvisoryWorks and Chris. There's no doubt in my mind about that. I was struggling. I felt out of my depth; we'd gotten so big that I didn't know what to do. Now, we've had a great five years with AdvisoryWorks. They've been life savers."

ONE TOOL FOR BETTER BUSINESS

If you're considering a new approach for your organisation – or re-evaluating your current strategy in the face of a changing business environment – then this simple tool will help you determine how you can best manage your business.

Once you've defined an overarching strategic framework, this will help you define which tools and models will help you make your strategic choices and reposition your organisation.

Strategy Framework Selection Tool –





ABOUT ADVISORY.WORKS

Imagine if every Kiwi business cared deeply about its people, its impact and our country. What if our businesses could lead the world while improving it?

We exist to build better businesses for a better New Zealand. Our businesses can be and do better – moving beyond what was previously thought possible and setting new standards when it comes to championing people and the planet alongside profit.

We're more than advisors, we're alchemists – combining our thinking, chemistry, and experience to drive the unrivalled performance and focused execution that brings extraordinary outcomes. Our clients work damn hard, but you do so with us beside you. We lift you up, but we don't carry you. Working with us enables the unlocking of that 'something special' in your business, which brings an energy and momentum that has to be truly discovered, as opposed to manufactured.

Our people are our power and we pick the best of breed – experienced entrepreneurs who have not only built, scaled, and exited multiple businesses successfully, but who still live, breathe, and love business today. This enables us to move far beyond a framework – thinking on our feet, challenging complacency, asking "why the hell not?" and seeing opportunity where others can't.

Advisory.Works[®]

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New Zealand, Australia and North America
19 Drake Street, Auckland
PO Box 91 232, Auckland 1142

Simon Mundell

Founding Director and Strategic Advisor
021 761 655 | simon@advisory.works

Logan Wedgwood MBA, PGdipBus, Author of Grow 3x.
CEO and Strategic Advisor
027 232 5952 | logan@advisory.works