



# Keys to Infinite Business Success

Roy Posner

**LAMERE**  
Management Advisors

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Part 1:

**INFINITE-LIKE SUCCESS**



**Apple**

**Google**

**Amazon**

**Alibaba**

**Facebook**

**Microsoft**

**What do they all have in common?**



## Infinite-Like Success

- They are all extremely successful companies
- They have created successes that seem to defy what is possible
- Several are reaching **\$1 Trillion** in valuation!
- It seems like they are becoming **Infinite-like**

## “Inside” As Well!



### And what about **INSIDE** these companies?

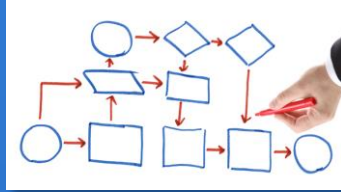
- **very stimulating and creative place to work**
- **people are extremely motivated, enthusiastic**
- **a very clear sense of direction from top**
- **market hungers for its products, services**
  
- reputation of company is very solid
- deep sense of pride
- high performance, great execution
- solid teamwork
- effective, streamlined systems
- great coordination among people and activities
- things occur on time and in a reliable way
- quality of products and services is very high
- strong growth is a continuous experience
- there is non-stop, ever-accelerating profitability

# What We Can Learn



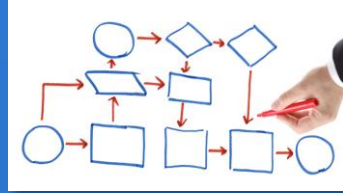
- How did they get that way?
- And can anyone **learn from their experiences**, and build something similar?
- Do they all have **something in common** that we can learn from?
- Is there **some method or process** we can learn that will enable us to become infinitely successful as well?

# Fundamental Process



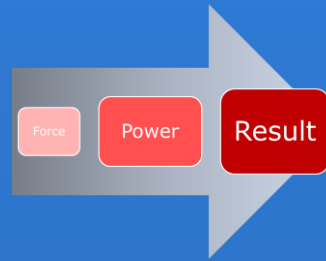
- We believe there is
- We believe there is a **fundamental process** that each of these companies, and thousands more like them have followed that enabled their **infinite-like success**
- It's a process that releases a fantastic amount of **energy**, that then gets channeled into vast, **infinite-like results**

# Energy Conversion Process



- Then what *is* the process that can create such infinite-like success?
- It is the process by which **ENERGY** is directed into a **Force**, and organized into a **Power**, that enables these **infinite-like results**
- We call it the “**Energy Conversion Process**”





Part 2:  
**ENERGY CONVERSION PROCESS**

# Energy



- **The source of all accomplishment in life is ENERGY**
- Whether Energy for an Individual, a Business, or of Society itself
- **The more energy for any of these entities, the more they can accomplish**
- **Then what is this “Energy” we are talking about?**

# Expressions of Human Energy



- For us as individuals, Energy expresses, is released in several different ways. As-
- **PHYSICAL energy** – through movement and functioning of our body
- **VITAL/Emotional energy** – through our desires, willfulness, feelings, emotions; and by engaging with others and life
- **MENTAL energy** –through thinking, understanding, believing, and envisioning



# Expressions of Business Energy



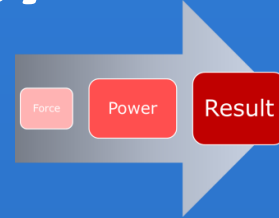
- Then how does “Energy” express in a business?
- There are also **physical, vital, and mental type energies** emanating from the firm. Eg -
  - the speed by which products are manufactured (**physical**)
  - the enthusiasm and vigor which invoices are processed (**vital**)
  - the interest in the ideas that takes place in meetings (**mental**)
- It is the **intensity** and **vibrancy** of carrying out these functions that determines the overall ENERGY in the firm
- ... And the more ENERGY released - the greater its Force and Power – the greater the Accomplishment!



ACCOMPLISH

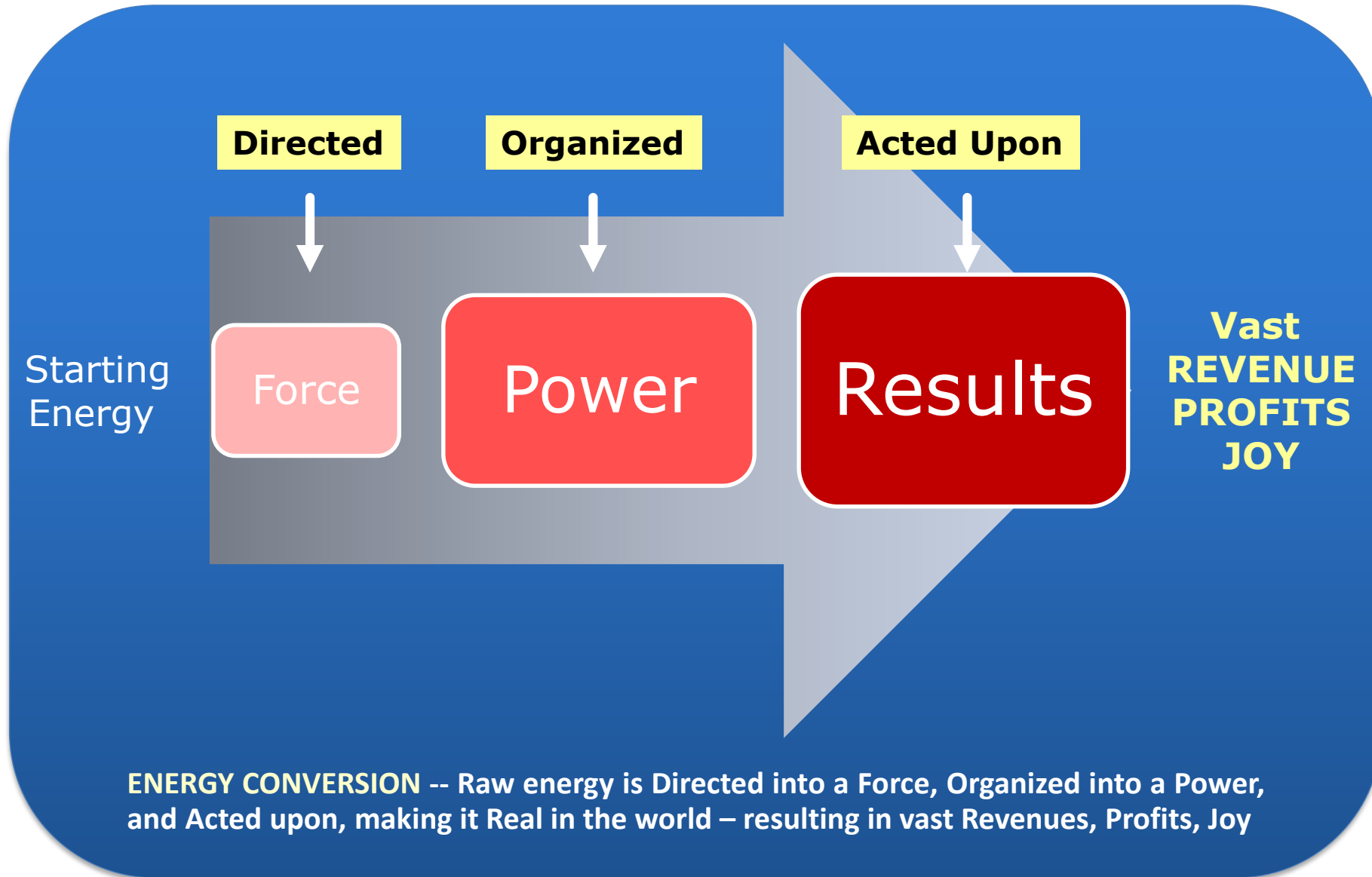


# Energy Conversion



- **Accomplishment** thus occurs when Raw Energy is harnessed, expanded and converted into material forms
- How does that happen? How does it move from Energy to Reality?
- **Accomplishment takes place to the** degree the business-
  1. gives DIRECTION to that Energy, directing it into a FORCE;
  2. then ORGANIZES that Force into a POWER;
  3. then implements it by PEOPLE through right ACTION

The result is **ENORMOUS** success, revenues, profits, and joy



**ENERGY CONVERSION** -- Raw energy is Directed into a Force, Organized into a Power, and Acted upon, making it Real in the world – resulting in vast Revenues, Profits, Joy

# Analogy of Harnessing a Child's Energy



- **A child's energy is boundless**
- **But it gets scattered, and can lead to trouble if not harnessed**
- **Through family values and education, the child's boundless energy is harnessed**
- **That energy is further acted upon, enabling the child to become a productive person in society**
- **Well, the same is true for a company:**  
**when the firm's energy is harnessed it becomes a Force and Power that leads to vast material results.**

# Envisioning the Future

- **So where do we start?**
  - How do we begin harnessing the energy for Accomplishment?
  - How do we give Direction to the Energy?
- **We develop a Plan.** Sometimes in the form of a Strategic Plan or a Business Plan
- How do we begin our plan for accomplishment?
- **It begins with a Vision** of what we want to accomplish
- The Vision begins to give subtle form to the energy





# Aspects of the Plan



We then establish-

- the **Mission** for our overall plan
- the specific **Goals** we aim to achieve
- the various **Strategies** to implement the Goals
- the **Action to-dos** to implement the decided-on strategies

**PLAN:**

Mission Statement > Goals > Strategies > Actions/To Dos

**Directed**

**Organized**

**Acted Upon**

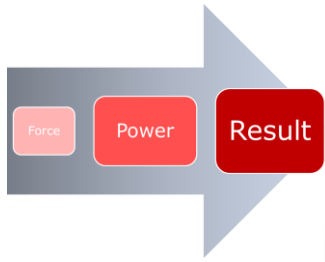
Force

Power

Result

Vast  
REVENUE  
PROFITS  
HARMONY

Raw energy is Directed into a Force, Organized into a Power, and Implemented as Real in the world



## Example: Consciously Following the Energy Conversion Process

### Directed

1. XYZ Company comes together as a group and make the firm decision to expand our company in sales and quality of products  
**(DIRECTION: energy turns into a Force)**

### Organized

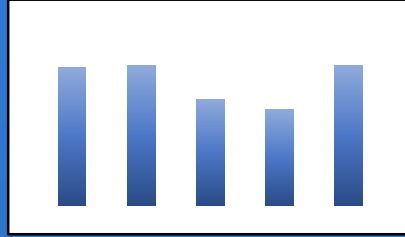
2. We develop specific goals, strategies, and action plans to make that happen.  
--Increase sales 50% in next two years  
--Introduce 3 new products  
**(ORGANIZED: Force turns into a Power)**

### Acted Upon

3. It is then executed by people, with skill and right attitude to make it happen.  
--100 people with high skills are hired  
--R&D department begins research on several approaches  
--Several projects are undertaken to make it happen  
**(ACTION: Power is acted upon, bringing great results)**

### RESULTS!

**Vast sales, revenues, profits, joy!**



Part 3:  
**5 GROWTH ENGINES**



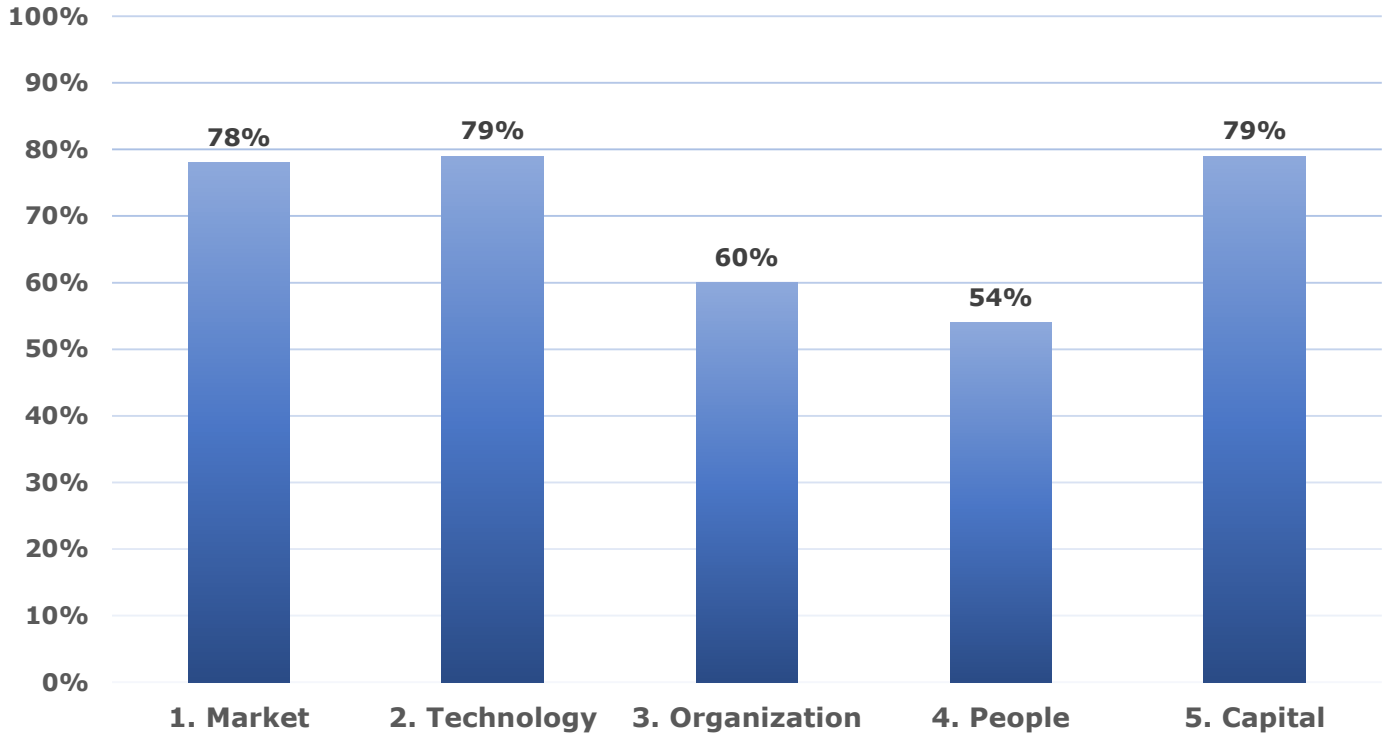
# Insuring Results

- ❖ **Q:** How do we insure that our Plan for the company is fully implemented? **Insuring the Process works?**
- ❖ **A:** We need to evaluate the company in its various components
- ❖ It is by making sure that the **Engines of growth** that drive the company are fully functional

## Plan and Business Engines

What then are **the Engines** that insure  
our Plan will be fully realized?

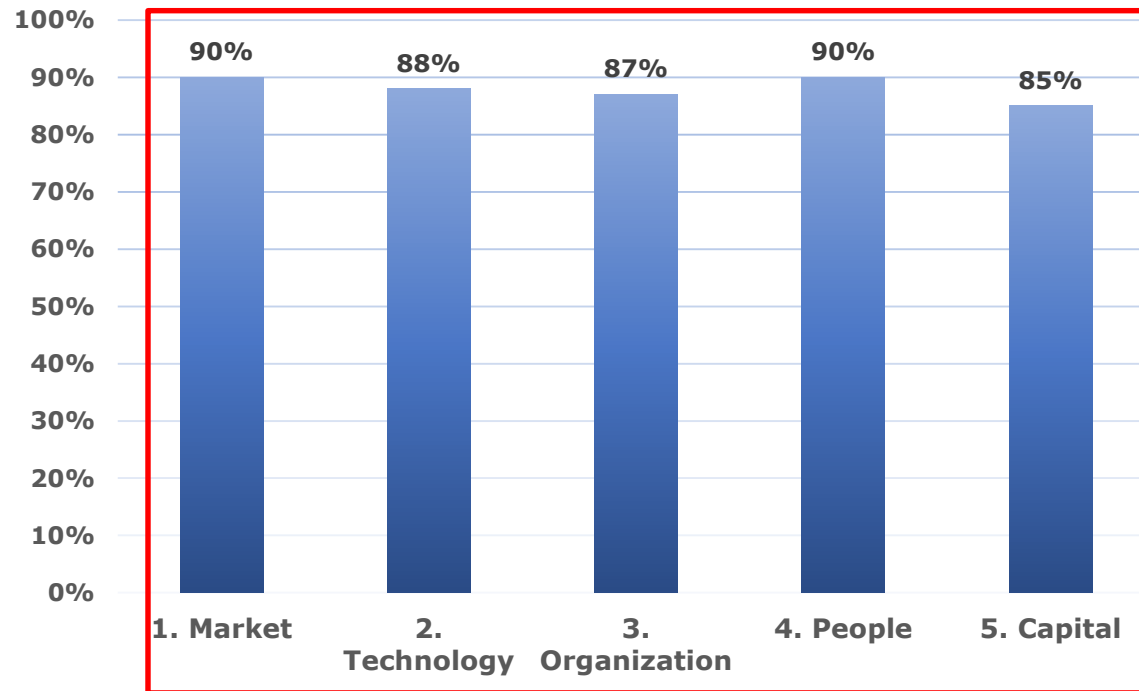
### 5 ENGINES CHART



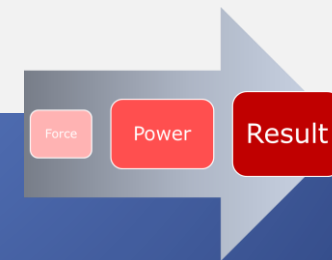
The Company consists of **Five Growth Engines:**  
**Market, Technology, Organization, People, Capital**

# Effect of Strong Engines

5 ENGINES CHART

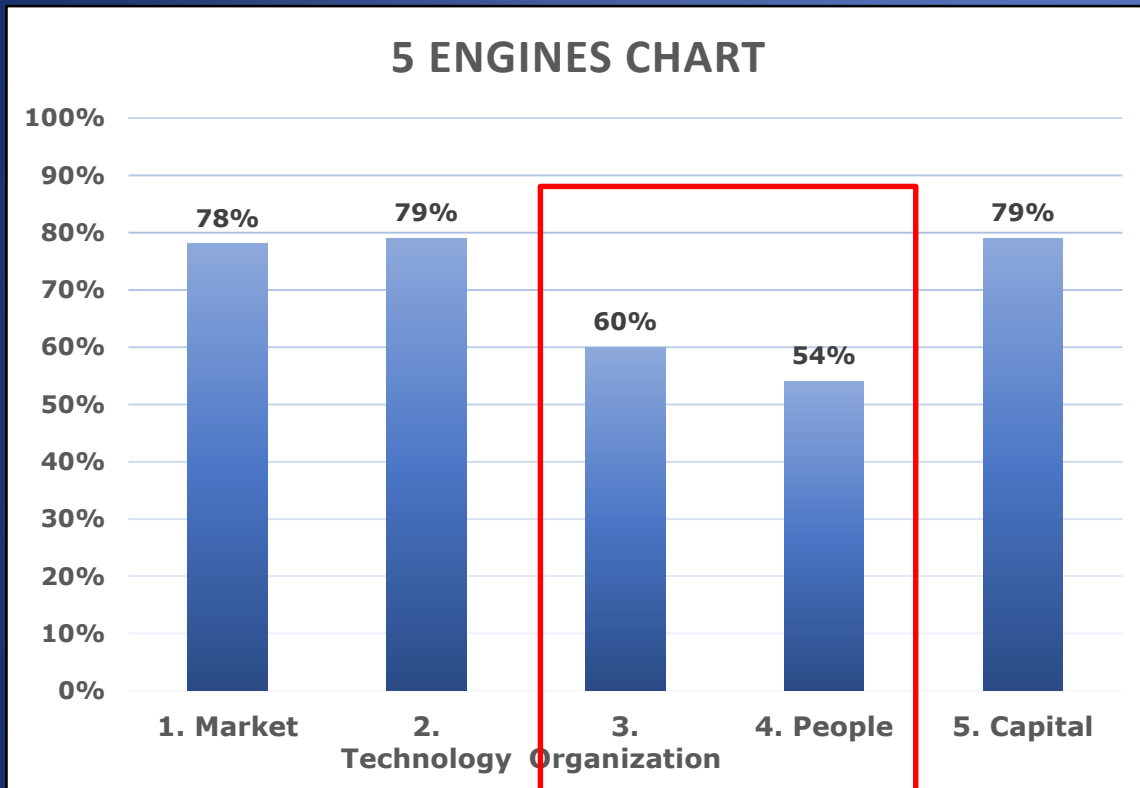


- ❖ **When all 5 engines are functioning well, the company accomplishes its Plan in full**
- ❖ I.e. energy is focused, tuned into a Force, and then a Power for vast accomplishment
- ❖ The result is **perfect execution of the plan**
- ❖ **Enormous revenues and profits follow**
- ❖ ... plus Joy emerges at all levels in the firm!

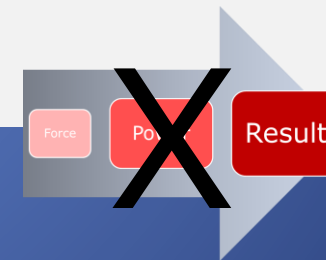




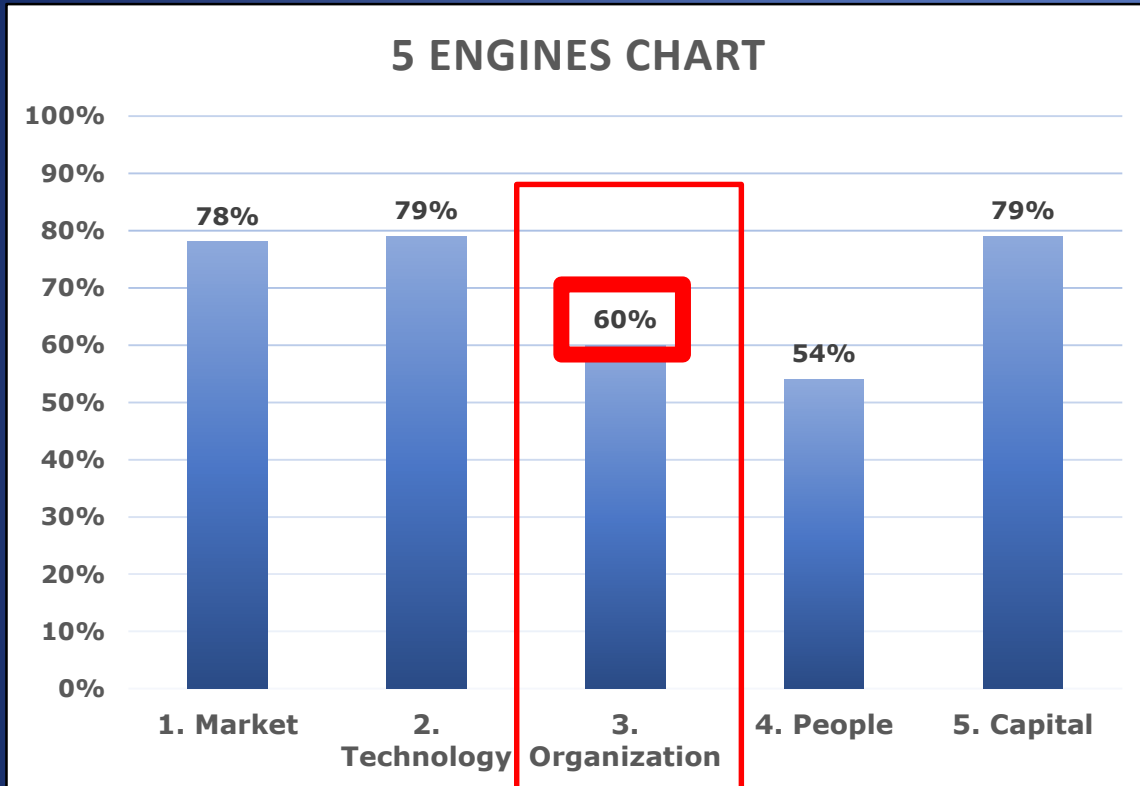
# Effect of **Weak** Engines



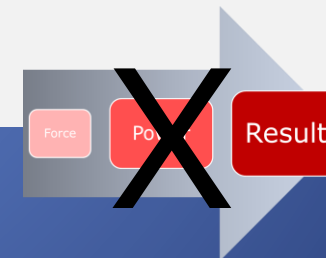
- ❖ However, when several engines are weak, the plan cannot be executed
- ❖ **The Force and Power gets diffused, blocking the Plan from being executed**
- ❖ Revenues and Profits tumble
- ❖ Potential for success turns into failure, or simply mediocrity
- ❖ **The atmosphere of company turns sour**

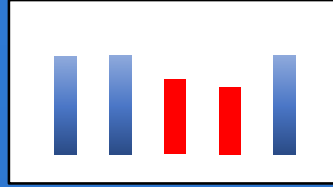


# Effect of Weak Organization engine



- ❖ Eg in the Organization engine, the **PRODUCTION** system is sputtering; not able to keep up
- ❖ As a result, the strategic Plan to increase sales **fails to materialize**
- ❖ In other words, the **Energy fails to develop into a Power; and poor Results follow**





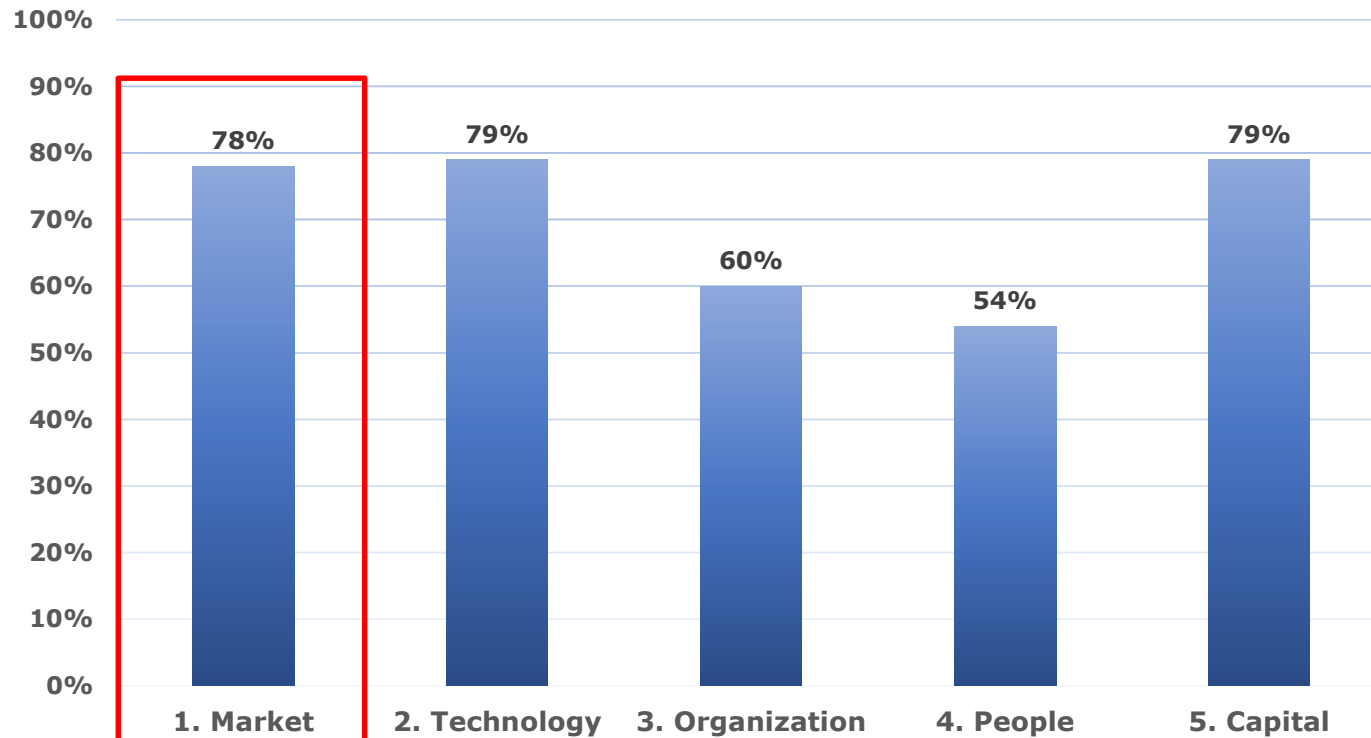
- So to get the desired results in the Energy Conversion Process, we need to-
  - examine each of the Engines of the firm
  - see which parts of each Engine are lacking
  - determine overall strength of each Engine
  - make plans to improve what is deficient
- With that in mind, **let's examine each of the 5 Growth Engines in greater detail.**





# MARKET Engine

5 ENGINES CHART





# Aspects of MARKET - 1

**MARKET consists of the individuals and organizations to whom we wish to sell our products and services**

The key aspects of this engine ARE-

- **Knowing what the customer wants**



Eg Apple knows that people want smartphone, apps, and services to automate, make more manageable various aspects of their lives

- **Ability to please the customer at all levels**



Eg Apple wants the devices to be easy to use, beautifully designed, making their lives not only more productive but also enjoyable



## Aspects of MARKET - 2

- **Marketing Strategies to get the attention of potential customers, clients**



Eg Apple seeks to sell to the mid and higher end of the market, through direct sales at their web site, and through their Apple stores

- **Sales efforts to secure orders, contracts, etc. from customers, clients**



Eg Apple believes it should have stores in the best, most accessible locations worldwide, and give maximum, pleasant attention to its customers in every sales encounter



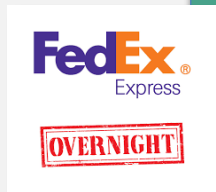
# Example MARKET Strategy



What's an example of a **Market strategy** to maximize that engine?

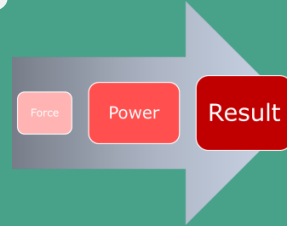
One is being aware of and **seizing opportunities** in the market; especially where **change** is taking place.

- ✓ Eg being aware of changes in one's industry, and the **opportunities** presented  
Eg **FedEx** saw the opportunity to develop very rapid overnight mail and package delivery for companies and individuals around the world
- ✓ Also being aware of new developments in society; perceiving the waves of **social change**  
**Steve Jobs at Apple** saw the need for an easy to use personal computer for the masses, which led him to create the Macintosh and its user friendly interface.





# MARKET Engine Maximum Effect



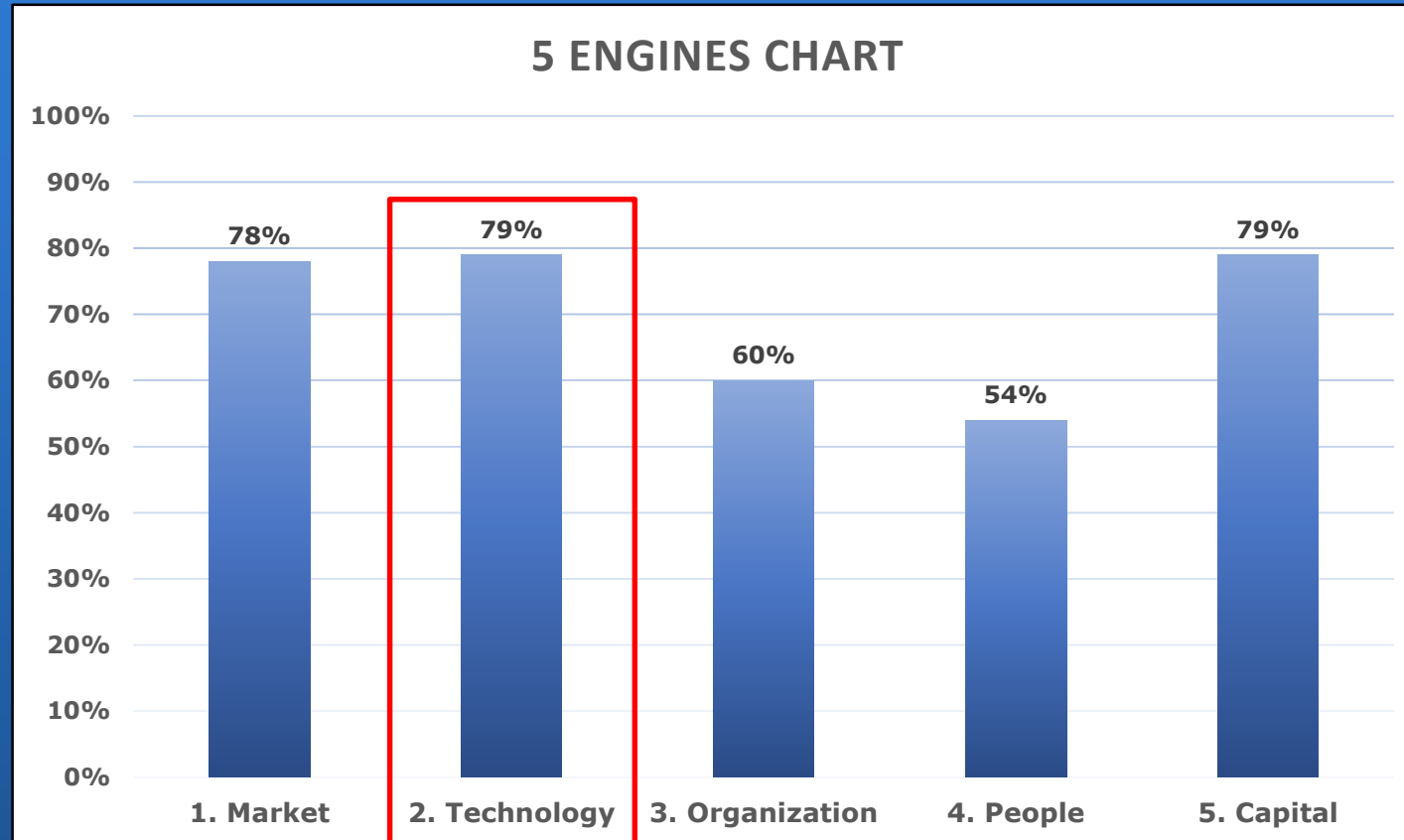
When the four **Market-oriented aspects**, and various **strategies** are implemented at the maximum level-

- the energy conversion process is enhanced
- i.e. the starting energy develops into a Force and then a Power that when implemented creates Great Results
- In other words, our Mission and Plan is far more likely to be executed in full, enabling vast sales and profits





# TECHNOLOGY Engine\*



\*aka "Products, Services"



# Aspects of TECHNOLOGY

**TECHNOLOGY** are the things the firm will actually offer, sell to the market

Key aspects of this engine are-

- **Ability to identify and produce products, services the market wants or needs**
- **Internal capacity to create the products, services through talents of its people, utilizing company systems**

Google

--(people) Google has an almost fanatical view of hiring the best people

intel

--(systems) Intel has very pinpointed method of looking at metrics to see if various activities and systems are reaching hoped for results



- **Ability to produce innovative, new products and services**

Apple intensely focuses on innovation by blending technologies into new, breakthrough products, services



## Technology - INNOVATION Drivers



**Innovation in Technology is the greatest driver of success in the modern economy**

What are some areas of innovation?

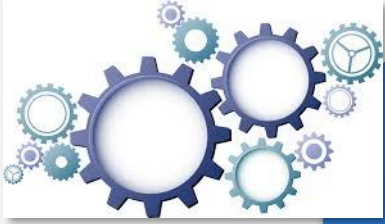
**New Business Models** – eg **Airbnb, Uber, Cryptocurrency**

**New Underpinnings** – **Blockchain, Artificial Intelligence (AI)**

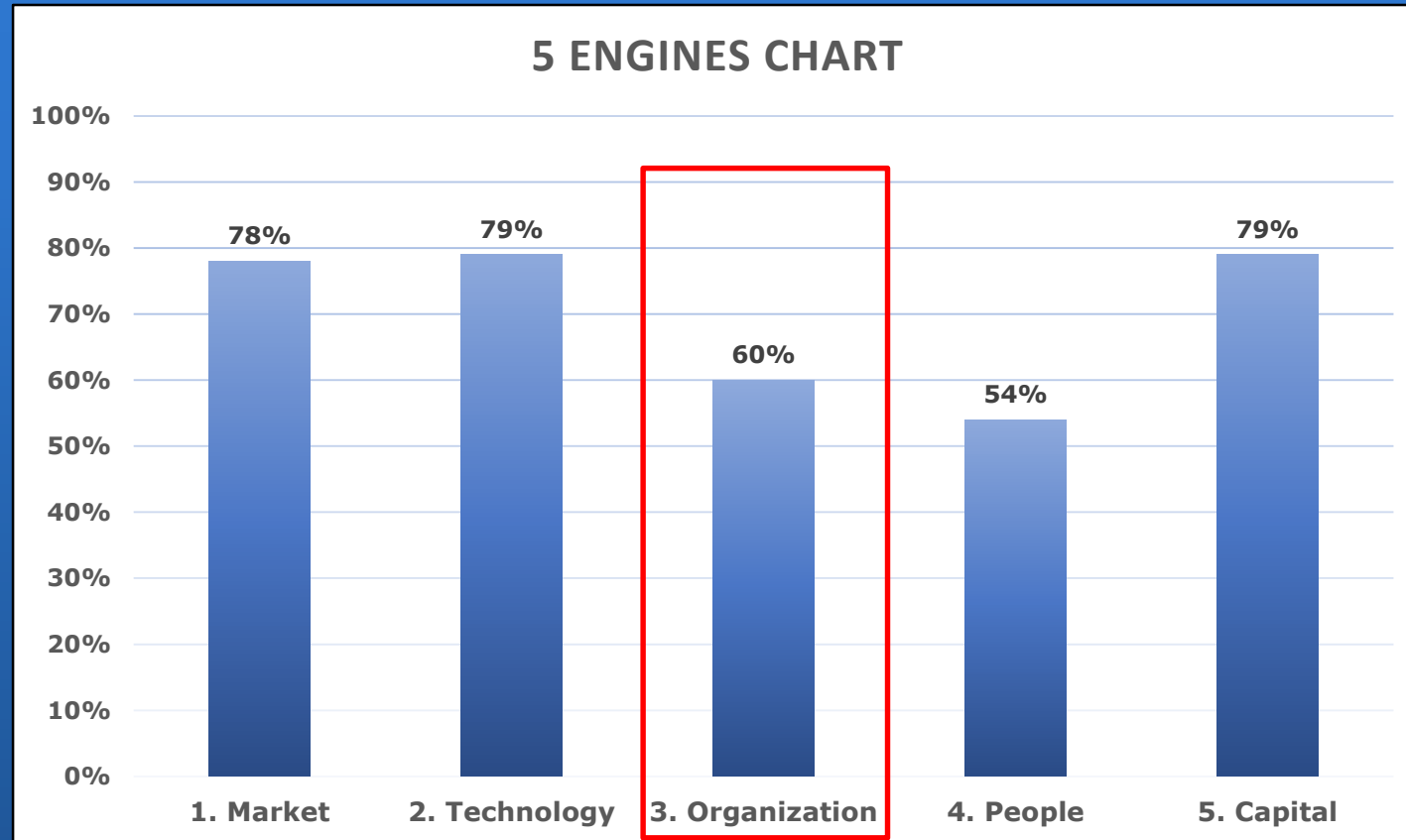
**IT Everywhere** – eg **“Internet of Everything”**

**Supply Chain Revolution** – **Amazon, Alibaba**

**Value Chain Revolution** – **Custom Orders, On-Time Delivery**



# ORGANIZATION Engine





# Aspects of ORGANIZATION

**ORGANIZATION is the company operations and functioning that enable the execution of all the other engines**

Among the key aspects of this engine are-

- **Proper structure of the company – including-**
  - right lines of authority, job positions, responsibilities, operating procedures
  - separations of firms into activities, systems, divisions, and departments
- **Smoothness of operations within and between these units of organization to carry out company's mission and goals**
- **Right movement of information, knowledge, ideas throughout the firm through the structure**



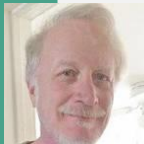
# ORGANIZATION – Reflections

- **“Organization is the foundation of the company that enables it to thrive”**
- It is the least appreciated Engine, but the foundation of all the others!
- **Imagine society without organization! Same with business.**
- The greater and more perfectly their organization, the more likely the other aspects of the firm will thrive.



## **Intel Experience**

- Most fast-paced companies lack organization



**Consulting & training experience with fast growing companies bears this out**



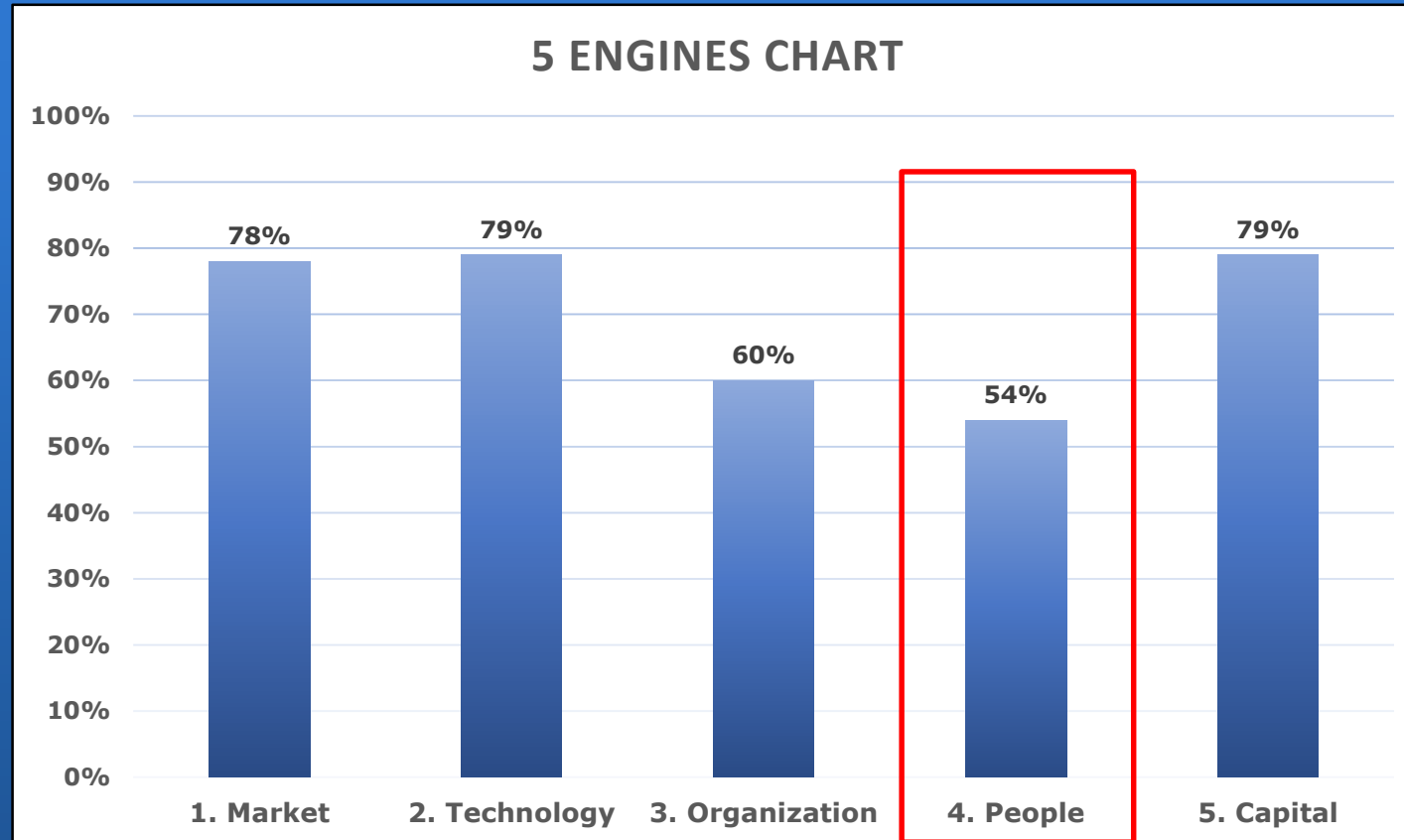
## Chrysler: Revamping Organizational Parts



- **Chrysler Debacle**
- **Lee Iacocca**
- **Turned around company by revamping the Organizational parts**
- **Revamped Structure, of firm - Managerial Jobs, Duties, Activities, Systems, et al - turning company around**
- **Paid off loan from government within a year!, and thrived.**
- **Perhaps greatest turnaround story in business history!**



# PEOPLE Engine







# Aspects of PEOPLE

**PEOPLE** are the individuals who will develop, sell, and support the products and services, utilizing their talents, skills, and ideas

The key aspects of this engine are-

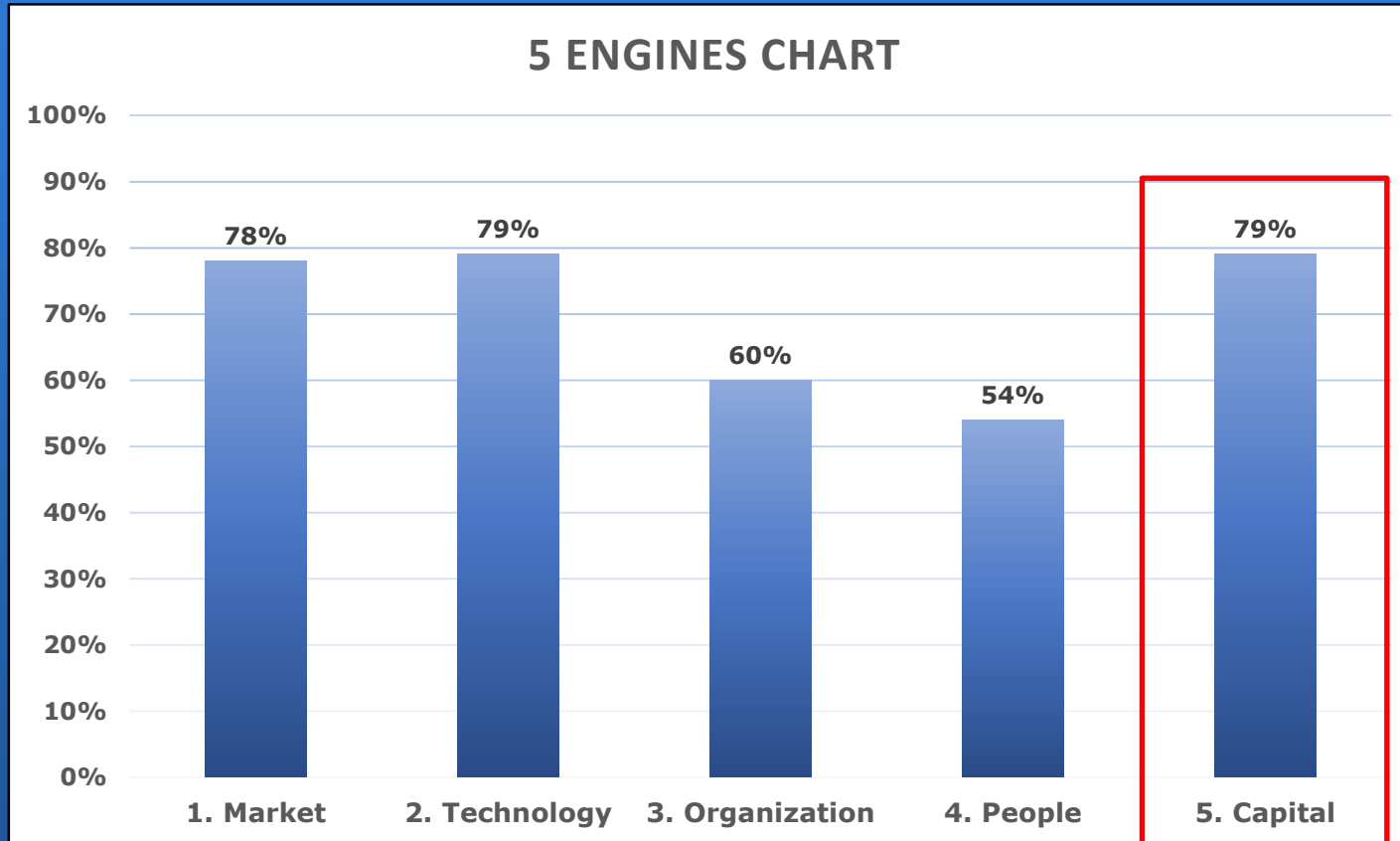
- Awareness of staff of the aspirations and goals of the company, and their motivation to carry them out
- Productivity of people in their work
- Level of freedom, individuality, and feedback of the staff
- Level of well-being, devoid of stress of people in their work
- Level enthusiasm and job satisfaction of the staff

Google

**Google's freedom and individuality**



# CAPITAL Engine





# Aspects of CAPITAL

**CAPITAL** is the money needed to keep operations running and people paid so the plan of selling products services to the market through the organization can be achieved.

The key aspects of this engine are-

- The degree to which the company utilizes all possible sources of capital from banks, suppliers' credit, financial markets, etc.
- How up-to-date accounts are, including payable and receivables, inventory status, cost accounting indicators, etc.
- The degree to which budgets are created and maintained
- The degree to which the company minimizes costs, eliminates waste, and makes all systems more efficient.

## Jeff Bezos' Money Values



- Jeff Bezos is head of Amazon, largest e-commerce company in the world
- Nearing \$1Trillion in valuation
- Yet company made no profits until 3 years ago!
  - Money was reinvested in better products and services
  - To create lower costs for the user
- He shunned short-term profits, and now has ½ a trillion dollars in his pocket!
- Valued Growth over Profits
- Power of “Values” (next)



# Part 4: BUSINESS VALUES



# Steve Jobs' Journey to India



- He went searching for spiritual truth in India.
- However, through difficulties he encountered, it steeled him to come back, to focus, and “change the world”
- He wanted to be like great inventor Thomas Edison of the modern times
- “Change the world” was the dominating value that guided his life, and career.



# The Nature of Core Business Values

- Then what are Values?
- **They are our deepest beliefs about life**
- **For a company a value is a belief, a mission, or a philosophy that is really meaningful**
- An example of a core business value is: "Customer Satisfaction"
- Another example is "Being Ethical and Truthful."
- The companies with the greatest success deeply subscribe to several values



# Companies Subscribing to Values



❖ **Apple** belief in the values of **Ease of Use** and **Service to Society**

- Apple created user friendly Mac and then iPhone, overcoming people's fear of technology.



❖ **Marriott's** values of **Systemization** and **Standardization**

- Enabled it to seamlessly duplicate its standard model hotel hundreds of times across the country



❖ **Google** valuing **Individuality** and **Experimentation**

- Eg encouraging employees to work on their own projects that have nothing to do with Google

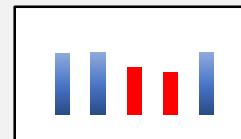




# Applying Values to 5 Engines

- The most powerful way to energize each of the 5 Engines is by applying **Core Business Values**
- Eg the value of **Customer Delight** energizes the **Market engine** (company doing everything it can to support the needs of their customers)
- The value of **Reliability** can energize any of the engines.
  - Of product reaching the customer (Market engine)
  - Of the systems working without fail (Organization engine)

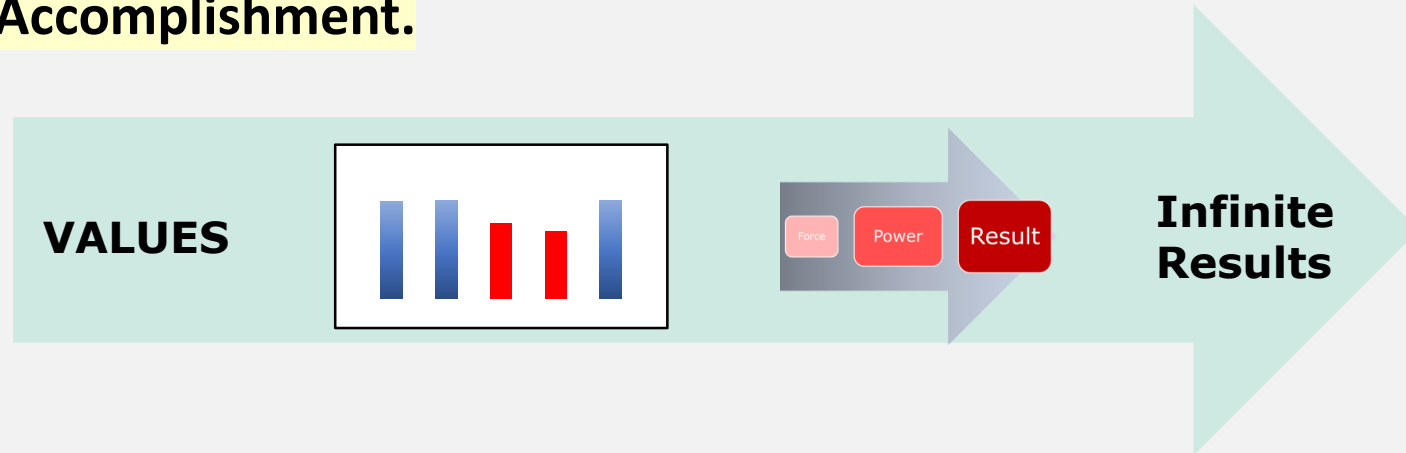
VALUES



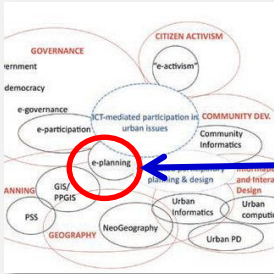


# Values, Engines, & Energy Conversion

When Values are implemented it supports the power of that engine(s) which in turn helps turn our Aspirations for the company into a Force and then a Power for great Accomplishment.

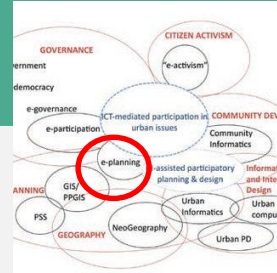


# Applying Values to Smallest Acts



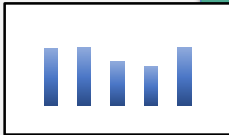
- Values have the greatest effect when they are **applied to the smallest acts** in the company.
- Eg the value of **Continuous Improvement** is not only a General value that can subscribed to by the overall company, but applied to the smallest detail like-
  - **insuring that the HR recruitment database is continually improved with new features**
  - **marketing follow-up letters are continually perfected**
  - **sales training is continually evaluated and upgraded**

# Applying Values to Smallest Acts



**“The most powerful corporate values are not the ones that are preached and practiced by top management. They are the ones that penetrate through all layers of the organisation, down to the lowest levels, and the smallest details. (Garry Jacobs)**

## Example: XYZ Company Applying Values



- In Plan, XYZ company aims to increase sales by 50% in the next two years
- XYZ also aims to double profits
- To help this along, it wants to strengthen the Organization and People engines, which are weak
- It also wants to apply several **Values** throughout the company: Customer Delight, Continuous Improvement, Innovation, and Integrity and Honesty
- It is dedicated to applying those values at every detail level, in every act throughout the company, in each of the 5 engines!



## Sets of Values Used by Companies -1

- Companies tend to embrace several values at once in their culture
- The most successful ones take each one very seriously
- Here is an example of two well-known companies' sets of values



## Sets of Values Used by Companies -2

### American Express

- ❖ Customer Commitment
- ❖ Quality
- ❖ Integrity
- ❖ Teamwork
- ❖ Respect for People
- ❖ Good Citizenship
- ❖ A Will to Win
- ❖ Personal Accountability



### IKEA

- ❖ Humbleness
- ❖ Willpower
- ❖ Leadership by example
- ❖ Daring to be different
- ❖ Togetherness and enthusiasm
- ❖ Cost-consciousness
- ❖ Constant desire for renewal
- ❖ Accept and delegate responsibility



# Sample Core Business Values

- ❖ Accountability
- ❖ Collaboration
- ❖ Community
- ❖ **Continuous Improvement**
- ❖ **Customer Delight**
- ❖ **Embrace Change**
- ❖ Empathy
- ❖ Empowerment
- ❖ Entrepreneurial Spirit
- ❖ Equality for All
- ❖ Excellence
- ❖ Family Feeling
- ❖ Focus
- ❖ Giving Back
- ❖ Go the Extra Mile

- ❖ **Growth and Learning**
- ❖ Harmony, Unity
- ❖ **Honesty, Truthfulness**
- ❖ Humility, Non-Egoistic
- ❖ **Innovation**
- ❖ **Integrity**
- ❖ Non-Wastage
- ❖ Open Culture
- ❖ Passion
- ❖ Perfection
- ❖ Performance
- ❖ Positive Attitude
- ❖ **Punctuality**
- ❖ **Quality of Products, Services**
- ❖ **Reliability**

- ❖ Respect for environment
- ❖ Respect Others
- ❖ **Responsiveness**
- ❖ **Self-givingness**
- ❖ **Simplicity**
- ❖ Skills & Training
- ❖ Speed of operations
- ❖ Support Our People
- ❖ Taking Responsibility
- ❖ **Teamwork**
- ❖ Tolerance, Open minded
- ❖ **Transparency**
- ❖ Trust
- ❖ Work as Fun



## **KEYS TO INFINITE BUSINESS SUCCESS**

**-Energy Conversion Process**

**-5 Growth Engines**

**-Core Business Values**



**Vast, Infinite-Like Success!**

# Keys to Infinite Business Success

Roy Posner



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