

Many business owners have a little voice within that asks “Isn’t there a better way of doing things? Will I ever get free and get to where I want to be?” ...

How to Transform Your Business and Your Life

**A Transformational 5-Day Boot Camp,
Designed for Small Business Owners who believe it is
Possible to Increase Revenues, Profits, and Time Off!**

Many business owners wonder what about the future, and ask themselves where they will be in five years. They have almost given up hope that they will be able to truly enjoy the fruits of their labours in the near future. They scratch their heads about the whole concept of an “exit strategy” and have little idea if they could ever sell out at a fair multiple. They wish there was someone who really understood the problems they face, someone who could support them in moving forward.



Well, we are excited to tell you that there are answers to the questions you are asking. Business Strategist Michael Walsh of Kaizen Consulting has spent a lifetime developing a methodology called “Large Scale Growth for Small Business”, and now you have the opportunity to spend five days with him and begin to learn a proven business management approach that can set you free!

Dear Entrepreneurs and Small Business Owners,

My name is Michael Walsh, founder and President of Kaizen Consulting, a firm with a track-record of helping firms across North America experience transformational change and unprecedented levels of success. If you feel your business is somehow “stuck”, my heart goes out to you. Through my eleven years at the helm of Kaizen, I have witnessed the frustration of business owners who had achieved an initial level of success but were struggling to find a way to move forward, and I have also shared in their absolute joy and amazement when new energy and vision was breathed into their situations and they were suddenly earning more profits than ever before and were actually able to take several months off every year!

When I get called in to consult with small business owners, they are usually looking for help with some kind of functional problem, such as “sales improvement” or “service delivery” or “resolving a

human resources issue”, but invariably I find that the subtext to their call for help is something entirely more fundamental:

“Michael, we feel uncertain about the future. We can’t keep up this pace for much longer. Is there hope for us? We have heard you provide guidance for business growth and help the owners to get free. We got into business to find personal freedom, but now we feel like slaves to the needs of our business ... Can you do something for our situation?”

Does this question resonate with you? I understand that **the answer to this question is one of the most important answers in the life of every single entrepreneur**. You have poured your dreams, your time, your assets, your identity, and your very self into building a business, and now you are at the threshold of ... what? Greatness? Disaster? Drudgery?

There is a pathway before you, but to which destiny does it lead? Three years from today, will you ...

- be **sitting in the driver’s seat** of a thriving enterprise that spins off cash and profits and runs so efficiently that you could easily take off six months for a trip around the world, if you so desired, knowing the business would do fine without you?
- Or will you be **looking back at a smouldering ruin** and be scratching your head, asking yourself: “What went wrong? Why did this crash and burn? What do I do now with the rest of my life?”
- Or maybe you will be **no further ahead** from where you are today, perhaps with overtaxed lines of credit, working too many hours, with endless streams of problems in the areas of service delivery, human resources, finance, product development, and sales.

From my experience, there comes a moment in time when many small business owners take a stand and say

“Enough is enough. I want to find a better way of doing things. I want to know that there is hope for tomorrow and that my actions today will lead to positive results in the weeks and months and years to come! I want to know that my business will provide for me, will give me energy and money and free time, rather than sucking these things out of me!”

If you have reached this point in your business, then you will be interested to hear about Kaizen’s approach to business transformation. Over the past 11 years, and indeed going back 20+ years in my own experiences as an entrepreneur, I have developed a structured methodology for business management that puts small business owners back in the driver’s seat of their own success. **Time and time again, I have helped small business owners to ...**

... double and triple the size of their businesses in 12-24 months, and take 8-12 weeks of holidays every year!

The benefits for owners have been tremendous, as you can well imagine. Starting with ...

- **Reduced stress!** Finally a sense that they are in control of their business, rather than the other way around!
- **More profits** measured both in real dollars and in percentage of total revenues
- **More time off** – a business that operates without the owners' continual need for micro-management, so they can, for the first time in their business lives, take several months off in a row, if they so desire!
- **Hope for tomorrow!** The knowledge that they control their own destiny and own a valuable asset that supports their choices in life!
- **An “exit strategy.”** They own an asset that generates demonstrable revenues without requiring their continual presence, which means that for the first time they have the option of selling their firm for a meaningful multiple!

How have we managed to replicate this result for so many businesses? (If you want proof, read some of the testimonials at the end of this letter.) Well, first we start with ...

the principle of **Kaizen (ky ' zen)**, which is a Japanese word meaning “incremental growth and improvement by doing ‘little things’ better”.

Our whole philosophy is that your business situation will begin to improve within weeks once we help you identify the “high leverage” points where small changes can make a big difference. **Once these small changes start to take hold, suddenly you experience an infusion of new energy and profits to help you build new systems for future success.**

We then draw upon our proprietary “**Large Scale Growth for Small Business**”™ methodology, which looks at key business areas and provides tools and solutions for improvements throughout the business. For example, one of our tools is called **The Profit Navigator**™, which we use to help you identify the strongest areas of profit in your business, with the result that you are able to uncover sources of readily available potential profit and use these to pay for some of the other changes that are needed.

Finally, we help you look at your business strategically, so that you can visualize what your business will look like at a particular point in the future, and then build the business so it can be scaled from there. We help you put the systems and structures in place to make that future success possible. We get you to move away from a place where **YOU ARE THE SYSTEM** (responsible for nearly everything from planning new products to acquiring new customers to servicing them to collecting money to paying bills to planning for the future), to a point where **YOU HAVE A SYSTEM** for everything that is needed: product development, sales and marketing, service delivery, human resources management, financial management, and personal development.

The result of this consulting approach is that business owners have been able to double or triple their businesses in just 12-24 months, while also increasing their ability to take off quality time.

In fact, this is one of the primary goals of Kaizen Consulting, to **increase the “three freedoms” of business owners:**

- 1) Freedom **IN** the business; helping you structure it to work on the stuff that gives you energy.
- 2) Freedom **FROM** your business; time off and more funding to enjoy the time off

- 3) Freedom **AS A RESULT OF** your business; increase the asset growth and profitability of contributions consistent with your goals and commitments

One of the things that I often face when explaining the Kaizen methodology to business owners is their own **unwillingness to believe that these kinds of changes are even possible**, let alone worth going after. One firm I worked with recently wanted to restructure for an eventual employee buy-out, and they basically humoured me when I suggested the best way to prepare for a buy-out was to double the company and put structures in place to sustain that growth. This seemed like a pipe dream to them, because they had been in the business for 25 years and had never seen that kind of growth, so it seemed crazy to even suggest it. Well, they hired me in Dec. 2004, and at the time they were doing \$2,500,000/year. Eighteen months later, they were on track to exceed \$5,000,000 and the owners were totally charged up to take the firm to \$10,000,000 in the next short while before stepping aside. **Their business became fun again!**

We have demonstrated over and over again that the processes and methodology devised by Kaizen work, and now we have a special offer for small business owners who are ready for a better way of doing things. In 2006, I decided to make the “Large Scale Growth for Small Business”™ methodology available to business owners as a seminar (or “Boot Camp”, as we like to call it) rather than strictly through a consulting engagement. So often over the years, I have encountered business owners who have almost given up hope that things can get better, which is why I like to refer to this Boot Camp as ...

“an opportunity to galvanize the human spirit!”

In this Boot Camp, I take small groups of entrepreneurs through the “Large Scale Growth for Small Business”™ methodology and teach them how to apply this to their individual business situations.

Since starting Kaizen Consulting in 1995, I have been **dedicated at the professional level to supporting business owners in achieving their personal goals and commitments in life through their businesses**. I found that the deeper I got into resolving client issues and facilitating deep meaningful change, the more I had a longing and desire to share this knowledge beyond my immediate circle of consulting clients. It was this longing that provided the spark for me to create this Boot Camp.

Please note, however, that this Boot Camp is not for everyone. This is an **intensive, exhausting 40-hours of deep probing** into what makes your business tick and how to use the “Large Scale Growth for Small Business”™ methodology to transform your business for years to come.

Who Should Attend ...

This 5-Day “Large Scale Growth for Small Business”™ Boot Camp is designed for ...

- **Small Businesses with established cash flows** – your business should generate total revenue between \$600,000 and \$5,000,000, as you need to already be delivering measurable value in the marketplace. If you are a pre-revenue start-up, this Boot Camp is NOT for you.

- **Small Businesses with strong Service Component** –service needs to be an integral component of the value you provide for your customers (for example, dentists, architects, real estate agencies, computer network providers, software developers whose customers have ongoing service requirements, etc.). This methodology is NOT designed for pure product companies.
- **Owners With 1,000% Commitment** – do you want to take a step back, review your approach, possibly restructure your business, re-energize, and focus on a whole new way of succeeding? If not, this Boot Camp is NOT for you. For this to work, you need to be fully engaged with your business and committed to seeing your firm double or triple in size in the foreseeable future.

Your business needs to possess the **following ten qualities for high-growth** to be feasible and for you to be able to get full value from this Boot Camp:

- 1) a product or service that already delivers measurable value in the marketplace
- 2) a big enough market to allow for desired levels of growth of the company
- 3) access to the resources needed to scale the company (including availability of talented help)
- 4) a fundamental desire to contribute significantly to other people
- 5) a fundamental desire to contribute significantly to oneself
- 6) a core level of respect for people
- 7) a belief in the power of people to accomplish extraordinary things in life
- 8) openness to outside input and a willingness to try new things and to challenge conventional norms
- 9) a willingness to do “what it takes” (including potentially uncomfortable shifts if appropriate) to grow, both personally and professionally, as the company grows
- 10) a commitment to stay strategic and to trust oneself, including one’s ability to discern what makes sense

Who Should NOT Attend ...

This Boot Camp *is for Drivers, NOT passengers.*

- **DON'T ATTEND** – if you don't want to achieve significant increases in both your total revenues and bottom line profits in the coming 12 to 24 months.
- **DON'T ATTEND** – if you don't want to take more time off every year
- **DON'T ATTEND** – if you are a passenger and are content to just hitch a ride
- **DON'T ATTEND** – if you are not prepared to challenge the way you think and work, to the very core.
- **DON'T ATTEND** – if you don't want to push your boundaries and grow professionally, personally and financially
- **DON'T ATTEND** – if you are not prepared to spend 40 intensive hours with me and several other business owners who are looking to do whatever it takes to transform their businesses.

The “Large Scale Growth for Small Business”™ Methodology – What It Covers

In this letter, I can only give you the briefest glimpse of the overall “Large Scale Growth for Small Business”™ methodology, without addressing that total depth of application that is the true secret behind why this methodology has such transformational power on businesses.

1) CONCEPTUALIZING GROWTH

The graphic to the right shows three key areas in the overall methodology, beginning with “Conceptualizing Growth”, during which business owners ask themselves the questions, “*What do I believe is possible?*” and “*What do I really want out of my business? What are my personal goals and commitments and in fact the very reason why I have a business in the first place?*”

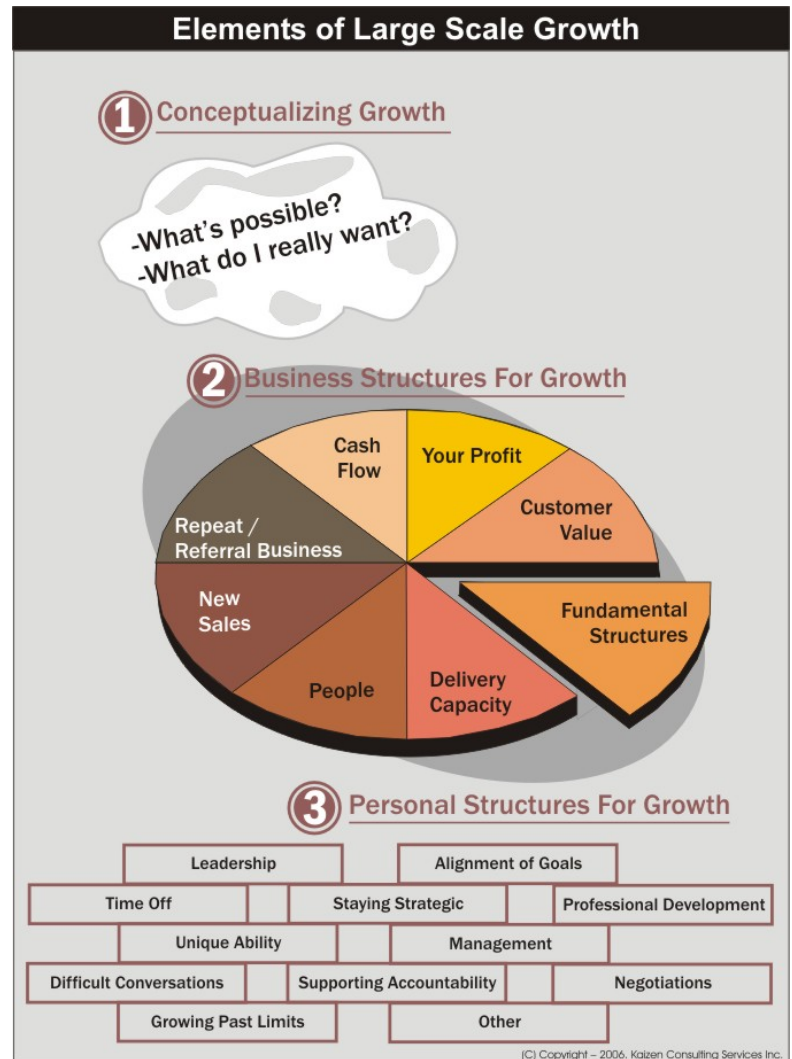
This stage is really the kernel of your business plan for the next 2-5 years and therefore requires a deep look into your motivations and goals.

We have a number of tools that help you step back and view your business in the light of your personal values in the areas of:

- Finance
- Leisure
- Relationships
- The work you do
- Spiritual/emotional growth
- Personal growth

One of the most powerful tools we have developed will enable you to conceptualize various forms of future achievement and to examine how you got there, and once you get through this exercise **you will have the genesis of your actual business plan!** We help you think about:

- Opportunities that could draw your business forward
- Dangers that could impede your progress
- Strengths with which you could surmount obstacles to cash in on the opportunities
- Structures and approaches to business management that must be addressed for growth to occur



- “People” questions that make ALL the difference to how you will approach and engage with the future of your business
- Customer relationship and acquisition (sales) perspectives that will lay the groundwork to many of your business changes and future success (this section alone may be worth the investment of your time and money in this Boot Camp!)
- Goals, motivators, and strategic direction that make sure you get your business aimed in the direction you really want it to go!

This exercise is not just something that you use once at the Boot Camp but is **a tool for you to take and apply to your whole business or future businesses**. It gives you an almost magical way of gazing into the future and tracing your way back to the key realities you need to work on to make that future possible. One of my clients, who is a serial entrepreneur, **calls this the “Crystal Ball” exercise and he now uses this to plan all of his business ventures** as well as for brainstorming whenever he comes across an opportunity that interests him.

The other benefit of this exercise is that it begins to help people completely change their perspective and their conception of what is possible. The human mind is an incredibly creative force, and one thing we have learned is that once it expands to “take in” a new perspective or concept, it is impossible for it to return to its old mode of thinking. The exercise we teach you is a “mind expander”, yet it is also completely grounded in day-to-day realities, with the result that it provides the spark of inspiration you need to begin moving from “here” to “there”.

Note that nothing is forced on you at the “Conceptualizing Growth” phase (or any phase) of the Boot Camp. We always respect that the business is your own and that all growth MUST FOLLOW NATURALLY from the visioning and stretching that you feel most comfortable with. **We NEVER make the mistake of telling you what you need to do with your business**. Only YOU can know the answer to such personal questions; it is our role as facilitators to act as a catalyst in your time of “thinking about” your personal goals and commitments and the role you want your business to play in your life. At Kaizen, we agree with the famous statement made by Napoleon Hill:

“Anything the mind can conceive and believe, it can achieve.”

Our goal at Kaizen then is to help you understand and articulate your goals and begin to find ways to “imagineer” them into existence.

2) BUSINESS STRUCTURES FOR GROWTH

In the second phase of the Boot Camp, we drill deeply into the Business Structures that you may need to address or put into place to make Large Scale Growth attainable. Fasten your seatbelts, because this section covers a lot of ground in a hurry!

Our goal is not to impose a structure or system on your business but to help you identify the leverage points that will make the most difference in both the short term and long term. As you begin to address the most pressing issues and begin to build out systems to make your business scalable, your business naturally evolves a unique structure that is the best possible fit for your unique culture and personal goals.

YOUR PROFIT

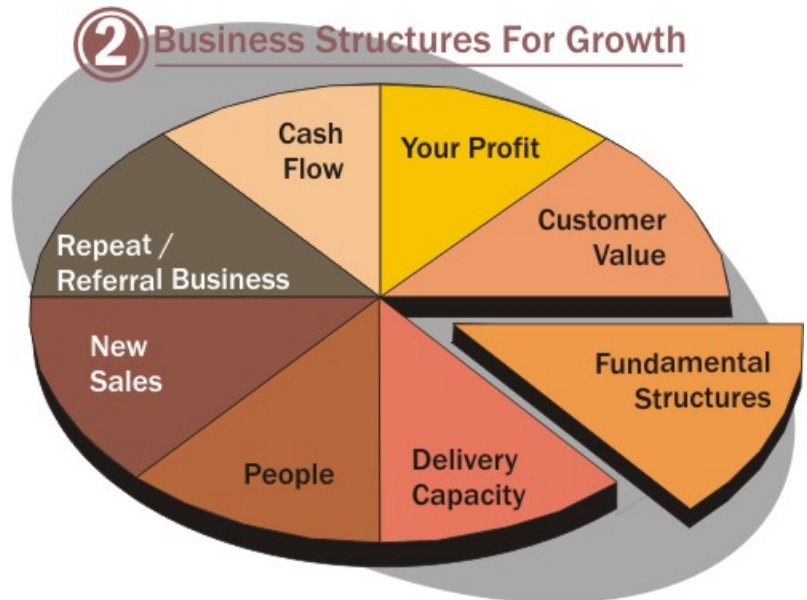
One of the key areas to look at is your sources of profitability. Many business owners seem to think of profit as a “nice to have” or a “good thing”, as though profit is something you strive for. But our perspective is that profit is NOT AN OPTION; if you don’t have profit, you don’t have a business! I’ve seen many ventures where the owners seem to be financing jobs for friends and family and suppliers – is that a business or a charity? Or you might be betting money that your venture will one day enrich you (also known as gambling), but without profit, can you really call it a business? **Profit for business is like oxygen or sleep or food or water to the body. Go without for a few days and see if you have a life or not.** Your tolerance for lack of profit will KILL YOU. Your customer will NOT put up with you not delivering them value for their money, just as you should NOT put up with a so-called business that is not generating profit.

Once a business owner gets clear on this, many other decisions begin to flow very naturally throughout the organization. In the Boot Camp, we delve into profit killers that exist in many companies and help you find ways to deal with them.

Kaizen has developed a tool called **The Profit Navigator™** which we will use to systematically work through the factors that influence your company’s profitability and to help you clearly understand your overall profit picture and what you can begin to do about it.

Kaizen clients typically fund the growth of their companies by stabilizing and increasing the strongest sources of profit available to them, **which means that they usually manage to grow without outside sources of debt or investment capital.** This approach helps to protect the company from external stress and keeps the owners independent of the demands of investors.

This section of the Boot Camp not only looks at your current profitability picture but also ties into the growth plans, so you can take into account the funding requirements that will come into effect once growth begins to accelerate.



The Profit Navigator™ also helps you to organize your financial statements so that you can monitor key performance indicators on a regular basis. It will help you to understand who your best customers are, where they came from, the cost of servicing them, and the basis for setting prices (if you are making mistakes in this one area and don't fully understand your numbers, you could be leaving money on the table while also hurting your business!).

In our experience, typical accounting systems and financial statements are designed for tax reporting and a "large company" accounting focus, and meaningful "management" indicators are not calculated or highlighted. Many small business owners apply "large company" thinking in their small company, which is a potentially deadly mistake. You may have a range of "arbitrary allocations" and "rules of thumb" which have very little impact with giant corporations, but these details can cost you a fortune at the small business level. **We take a very pragmatic approach where you worry less about the big numbers and focus instead on "little numbers" such as "Gross Profit per deal".** Areas such as "the cost of sale by customer" are essential for effective company management, and yet most accounting systems do NOT provide this information. Nor do they give you information needed for evaluating the performance of individual sales people, so you can see for example, "who is running skinny deals". This Boot Camp addresses these issues so you will be better equipped to manage the finances of your business.

Numbers come to life when we understand that ...

“dreams live in the numbers.”

If you as a business owner don't have a profound relationship with the numbers, you are lost. The numbers are everything, because that is the story of how and where you are winning and losing battles for your success. It is not just a review of the high-level numbers, but DEEP CORE DRILLING that is needed. In this Boot Camp, we give you tools and perspectives so you can really take control of this area and begin to get maximum leverage in every area of your business.

CUSTOMER VALUE

Another foundational area of business success is what we refer to as "Customer Value", the measure of which is, ultimately, **the very reason for the existence of your business!** Customers give you money because they receive something of value from you in return. The definition of "Customer Value" is actually an elusive thing, and once you begin to look at it, you can expect that it will begin to profoundly shift the whole delivery model of your business more and more in the direction of enhancing the customer's experience of value. **And is it this kind of shift that leads to increased sales, higher revenues, greater profits per sale and per customer, fanatical customer loyalty, and of course getting way ahead of your competitors!**

In this Boot Camp, we will challenge how you view the very structure of your business, showing how traditional structures of business, which are built around marketing, operations, and finance, collapse (with often disastrous consequences!) in the small business model under the regular conditions of doing business. We then provide you with an alternative model which becomes the basis for planning.

We also look into customer selection criteria and help you to watch out for the infamous "PITA" factor in small business, which not only kills profits, it saps your personal energy and enthusiasm to go on. We also take you through our **"Creating Value" template**, which gives you tools for looking at how you create value and ways to improve in every area of your business. We show you a

window into seeing your value proposition with absolute clarity, so you can begin to think about it in new ways and if necessary improve on it.

We also take you through an in-depth process of how to approach your customers with customer satisfaction surveys and how to compile and understand key statistics that give you an instant report card and guidance on the state of your service delivery process. Customer surveys can also be deadly for your team, so we give you the formats and help you avoid the pitfalls that could turn this exercise into a nightmare.

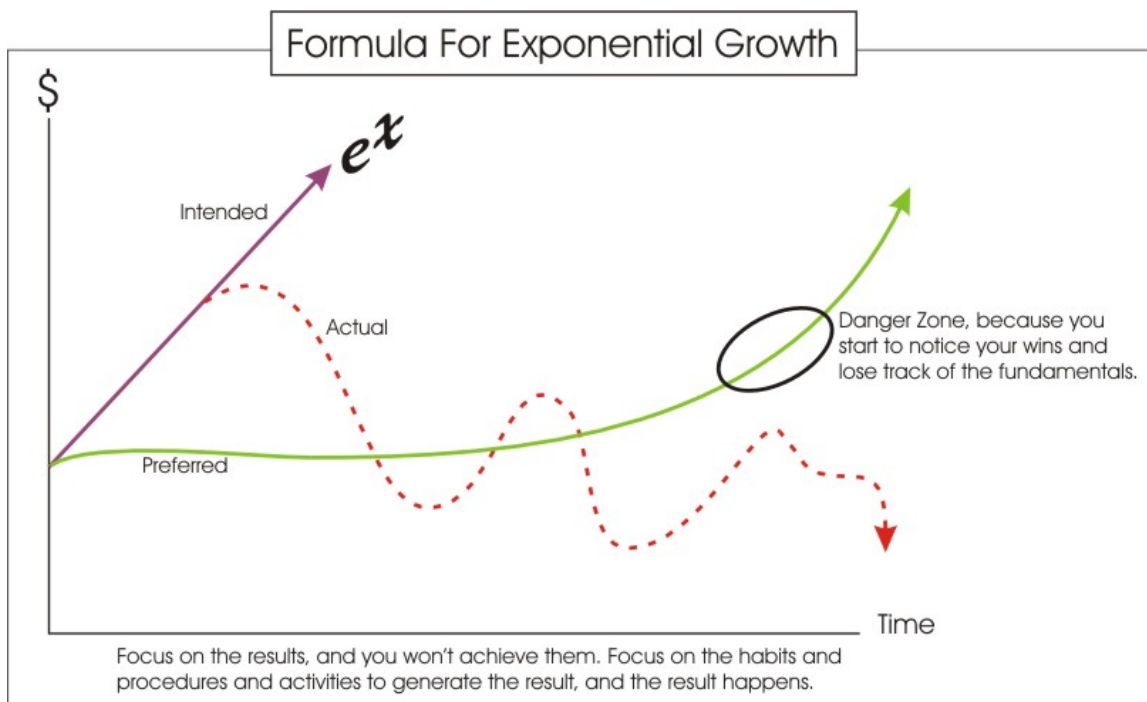
I cannot overemphasize the importance of understanding and working to improve Customer Value.

Therein lays the very soul of your business.

EVERYTHING you do follows from this starting point and from how you understand your ability to deliver Customer Value.

FUNDAMENTAL STRUCTURES

In the chart below – “Formula for Exponential Growth” – you can see the typical model of business planning, where most entrepreneurs hope or intend to see their businesses launch out of the chute and quickly grow to fantastic levels of revenue and profit, but **the “actual” experience is usually one of quick growth followed by significant failures and uncertainty.** The reason? The reality is that the founders haven’t built in the structures that act as the foundation to support fast growth and make it possible to continue delivering Customer Value once the existing structures get strained.



The green line shows Kaizen’s approach, which is to build out the Fundamental Structures that make it possible to scale the business and support dramatic growth **on a sustainable basis.**

Results come naturally when you have the right foundations. Nothing drains the spirit out of people faster than early success without proper systems and structures, because **once they fall, they fall hard and often can't get up again.**

The alternative is to make Strategic Planning part of your on-going business management discipline. We help you to step back and see your business from a larger perspective, and to **take stock not just of what is pressing, but of what is important.** This is not just a general philosophical exercise, but a practical analysis of

- Operations: how do I make sure I deliver what I say, when I say it, as I grow.
- Structures: the core underpinnings of your business which allow for you to deliver value, both now and in the future.
- People: your team that delivers value
- Sales: gaining and keeping customers at profit.

In the Boot Camp, we will teach you how to create alternative Organizational Charts that represent what your venture would look like in various scenarios and measured against two or more time horizons. We then show you how to think through each scenario in sufficient detail, so that you can cost it out and compare the various scenarios and approaches. This is especially useful where two or more partners in a business have differing visions of where the business is going.

This exercise can also be applied at the level of sectors, locations, and geographic territories, as it will give you a model for which you can do the math and look at the costs and processes needed to support the scenario. As you focus in on the most likely scenario, we then work with you on how to create a financial forecast including a *pro forma* Income Statement and Balance Sheet for each interim level, all of which are needed to begin to guide you towards your envisioned future.

You can then put the parts in place to build out the green line in the diagram above, so that when strong growth begins, you are ready to scale up and take it as far as possible.

FLOW OF OPERATIONS & DELIVERY CAPACITY

The next section, Fundamental Structures, probably deserves a 5-day Boot Camp all on its own! This is where we introduce you to our management tool which is **comprised of over 200 business questions covering six functional areas of your business:**

- Marketing & Sales
- Operations
- Finance
- HR
- R&D
- Strategic Direction

To build a truly exceptional organization, more DEEP CORE drilling is required, where we show you how to identify the various components that, when taken together, are the form and substance of your business, and how to then factor in the “people element” to uncover ways to streamline all of the tasks and duties and areas that make up your business.

In this section of the Boot Camp, we give you to tools to look at every part of your business at depth and to find ways to repair areas that aren't working or strengthen areas that are. This all begins by analyzing the “Lifecycle of the Customer Interaction” and understanding which milestones in the interaction are intuitive, and which are documented.

While in the Boot Camp we won't have time to fully apply this exercise to your situation, we will get you started and also teach you how to apply this to your business for maximum impact.

This is NOT about building policy manuals. We have no interest in policy manuals. What we want to know is "How will you maintain and enhance the customer experience of value as your business grows?" As you grow, we don't want to wear out your staff but rather put structures in place so they can handle the growth.

This is also NOT about enhancing operational efficiency (we will show you how people who take this approach can severely damage their businesses). This is also NOT a tool for imposing so-called "best practices". Every business is unique, so this exercise helps to identify and enhance your firm's uniqueness in a way that leads to Large Scale Growth!

The beauty of this whole exercise is that it helps you identify high-leverage items that, when addressed, lead to immediate improvements in profitability, which helps you to begin funding some of the other plans and changes you want to put into place.

It always amazes me that in a field such as healthcare, where lives are on the line, they have such incredibly well-developed systems to make sure that errors in service delivery are absolutely minimized, but in small business, service delivery is often treated in an *ad hoc* manner, which often leads to a breakdown in the delivery of value to your customer, which means **your business is experiencing the equivalent of cardiac arrest!** Based on over a decade of applying this exercise to hundreds of businesses, I believe that you will find this "learning" in itself is worth the price of the Boot Camp!

PEOPLE

Are People important to your future success? Consider this question. What do you think the world would look like today if people like Albert Einstein and Robert Oppenheimer (the "father" of the A-bomb) had been working for the "other side"? Or, looking at sports, do you think the Chicago Bulls would have won six championships if Michael Jordan and Scottie Pippen were playing for another team? If Bill Gates had left Microsoft in 1980 to work at Apple, would Microsoft virtually own the operating system market?

Now think of your firm. If you want Large Scale Growth, do you think it will matter what kind of people you recruit to fill the Org Chart? Well, you can probably guess what I am going to say:

YES! IT DOES MATTER!

In this section of the Boot Camp, we delve into Human Resources issues that are critical for your success. We not only teach you the techniques and strategies that will help you put the best possible team in place, we show you how to make sure that their highest energy feeds into your company and creates a synergistic effect throughout the organization. Now, these might sound like buzz words to you, but do you think Wayne Gretzky would have won four consecutive Stanley Cups without the synergy that flowed between him and people like Mark Messier and Grant Fuhr? Talk about the whole being greater than the sum of the parts! It was the difference between being champions of the world and being all but forgotten. Can you tell me who came in second during the Championship years of the Oilers? For most people, those teams are all but forgotten. And for your business? Do you want it to finish first or be forgotten?

In a small business, people decisions are some of the most important decisions you will make because of the huge impact of staff in a small organization. **“Near misses” can set you back years, if not destroy your business altogether.**

We review the NUMBER ONE criteria for your hiring decisions (and it is NOT, “Does this person fit the role for which they are being hired?”). We also provide you with a number of tools and processes for making sure you get the best people for the right position. We also dig deep into the evaluation processes needed to recruit the best possible sales people.

People can be your greatest source of positive energy and make the process of reaching your goals an enjoyable time in your life, or they can be your biggest drain. The lessons you learn in this module may be the most important things you will ever learn about laying the foundation for a successful future.

NEW SALES

Another key to Large Scale Growth is probably one of the very first that people think of, and that is the whole area of New Sales. This seems obvious and a bit of a no-brainer, but it is one thing to know that new sales are required and quite another to know HOW to produce those results. After all, **if it was so easy to just turn on the sales spigot, every company would be exploding in size and the only problem would be how to manage growth, not generate it!**

Kaizen actually offers a number of sales development programs which we have developed over the years, including our 4-month “Business Builder” program, and our intensive 2-Day “Sales Team Management” seminar, both of which help individuals and company’s kick-start the whole sales process.

But for a company that wants to double or triple sales in 12-24 months and also build the structures to make that growth both manageable and repeatable, there is a lot more to “New Sales” than just opening the faucet on new business.

In the Boot Camp, we will give you a whole range of tools and exercises to help you begin to identify the high-leverage areas that will lead to almost immediate sales growth. We will provide you with team-strengthening strategies that make a huge difference to sustainable growth, including a tool for measuring progress that helps prevent a thing I call “team suicide” (I won’t go into the details in this letter, but rest assured you don’t want one of these to happen in your company!) **This particular tool is so important that it results in an almost uninterrupted flow of positive energy streaming into your sales team,** and we all know how much more productive people are when they are truly energized!

We also take an in-depth look at the underlying structures in successful sales negotiations, including critical leverage points that, if used correctly, result in much higher closing ratios. In fact, one of my clients, a salesperson, used this tool to take his closing ratio from 25% to 80%. He made so much extra income that he bought out the dealership where he was working and bought another one on top of that!

We then drill into a Kaizen tool known as **The Managed Buying Process™**, which has been instrumental to help our clients see huge sales growth over the years (in fact, check out the amazing results noted in the testimonial below from Town Center Dentistry & Orthodontics). Using this process, we have consistently helped individual sales people who are earning any level of sales commission to double their income within 12 – 15 months. Again, I’ll save the specifics for the Boot

Camp, but note that this is **a tool that you can bring back for all of your sales people to begin using right away!**

Another building block to “New Sales” is **the hiring process and the management of the sales team**. While we cover some elements of this in the section on “People”, we drill down even more to show you ...

- how to define **the right kind of sales person** for your type of business
- recruitment strategies to help you find the best people for the job, not just the ones who happen to be unemployed or under-employed when you place your ad
- compensation strategies and lessons gleaned from years of experience
- **the most critical period** in a sales person's career with your company, and how you can predict where they will be 5 years on, based on this observations made during this period
- **how to hire people whose hearts sing**, including understanding keys to motivation so that you find people who feed energy into the team and aren't mercenaries
- why you need to treat your top sales people like your top customers
- how to create value for your salespeople (and why this is essential!)
- sales management: three approaches
- how to develop a sales plan
- how to measure performance

REPEAT/REFERRAL BUSINESS

You might be surprised to see an entire section on Referral Business in a business strategy seminar, as many people assume that referrals are just one tiny piece of the overall marketing mix. But for small businesses with a strong service component, referrals are actually A FUNDAMENTAL CORNERSTONE to all future growth and success.

In this Boot Camp, we will delve into how the “outflow” of referrals is intrinsically linked to the “inflow” of delivering value to your customers, where the successful delivery of the value component leads automatically to the strong referral sources. You will also discover new approaches and checklists to beef up value delivery, so you begin to turn customers into “raving fans”, which in itself can spark explosive growth for your company. We show you seemingly “small” areas of attention that can make your business stand out so significantly that **your customers would not only never dream of going elsewhere, they will also agree to pay a significant premium for access to your product or service.**

The next step in this section is to demonstrate the right and wrong ways to ask for referral letters and testimonials from your customers. Rule No. 1? *NEVER get them to write the letter without your input!* Rule No. 2? *NEVER write the letter for them!* We show you a proven technique for helping your customers to scope out the most powerful comments and statements you could possibly receive, and then motivate them to actually write the letter.

After some of these steps, we provide you with further tips and techniques to strengthen the whole referral aspect of your business. Large firms can afford to devote incredible resources to generating new business, but using Kaizen referral strategies, you not only save money on customer acquisition, **you also get the kind of customers you WANT to be doing business with.**

CASH FLOW

There are danger points in small business growth, and one of the main areas is in cash management. Unless you have a rich uncle who is willing to bankroll all of your adventures and misadventures, you will benefit from the yearly planning tool that Kaizen has developed to help entrepreneurs stay on the positive side of the balance sheet.

In this section we show you how to get right down to the finest of brush strokes, because your cash inflow and requirements are not based on averages but real dollars (and pennies). You might need to answer 10,000 questions to fully complete this exercise, but once you do, you will find this to be an incredibly powerful tool for growth management. Once you start to spend more money on service delivery, marketing, hiring, and so on,

YOUR BUSINESS WILL BE AT EXTREME RISK.

This tool acts as an air-bag or secondary restraint system in a car, to keep your business alive in case of collision. But more than that, it also helps you to steer and brake, so you can prevent the collisions in the first place!

Note that this is not something that can be handled in a package such as Simply Accounting. We have built our own spreadsheets (which are provided to you on disk), so that you can begin to implement this fully once you get back to your office. This tool incorporates various levels of complexity including both historical and projected future data, so we will take the time that is needed to make sure you fully understand the model.

3) PERSONAL STRUCTURES FOR GROWTH

In the third phase of the Boot Camp, we drill deeply into the Personal Structures that you may need to address or put into place to make Large Scale Growth attainable.

People tend to think of personal issues such as the amount of time off they take as their “personal stuff” and try to compartmentalize it outside of the business, but nothing could be further from the truth!



For the small owner-operated business, **the firm is an extension of your personal life**, and therefore everything that you do, the choices you make, the values you hold, and the person you are has a direct and fundamental influence on the development and success of your business.

UNIQUE ABILITY

For example, one area we delve into at the Boot Camp is a thing called your “Unique Ability”. We help business owners identify the one thing in their life that is absolutely key to their future success. In fact, this area is so important that it not only impacts your business success, but it also helps you to determine the force in your life that could enable you to make a mark on the world far beyond what you could possibly accomplish with your business. If this sounds a little too “out there”, I ask you to think of people like Albert Einstein or Bill Gates or Steven Spielberg. When you live a life or build a business that is in harmony with your Unique Ability, there is no telling how far-reaching an impact you might have. It can be a lot of fun too!

On the flip-side of your unique ability are the other **areas of your life that suck energy out of you.** In the Boot Camp, we help you begin to identify what these are. The interesting part of this exercise is that many people are burning energy in things they take a lot of pride in. We help you see how these just might be the things that you need to address first, if you want your business to grow and succeed at a whole new level!

TIME OFF

Another area we examine closely is your whole concept of TIME within a business, and how you manage the critical need for “time off”. We give you a new way of looking at things, separating the concept of “Bureaucratic Time” which exists in big corporations, from “Entrepreneurial Time”, the proper handling of which is one of the **two key secrets to unlocking unlimited stores of ongoing energy for building your future success.** Imagine that! This one piece of information alone could be the difference between you experiencing years of exhausted struggle and years of riding an ever-replenishing wave of pure creative energy!

ALIGNMENT OF GOALS

We also provide a wealth of information on applied goals management for small business owners. We look in detail at twelve kinds of goals and how their use or misuse can move you forward or hold you back throughout the business. Again, it is essential to work on the whole area of personal goals, because if your personal goals are out of alignment with your corporate goals, **once growth begins to accelerate you will be torn apart by the competing forces in your life.**

For a big corporation, this area makes very little difference, because they have the resources to bring in people who are eminently suited for the task at hand, but in a small business, the owner doesn't have this luxury and can really damage him or her self if this isn't handled the right way.

One thing we know is that your small business is about YOUR LIFE, so it is critical to ensure that the former is an extension of the latter and not the other way around!

MANAGEMENT vs. LEADERSHIP

Are you a manager or a leader? If your employees count on you to supply a clear vision of the future and where your firm is heading, then you are elected by default into the role of leadership. In this section, we look very closely at factors in successful leadership and ways in which you can develop absolute clarity for where your business is going and why it is going there. Yes, you still have to manage, but now you can begin to lead consciously, which makes all the difference in Large Scale Growth.

THE LIST GOES ON

I still haven't touched on other important areas such as "Difficult Conversations", "Negotiations", and "Growing Past Limits", but there will be plenty of time to explore these during the Boot Camp. Suffice it to say that there are more riches and a wealth of information waiting for you, beyond what I have already described above!

Includes Templates, Checklists, and Materials ...

The Boot Camp is more than just 5-Days of transformational learning; it is also a source of valuable materials which will be yours to take home in a loaded resource manual. Kaizen has developed these tools, templates, and checklists over the past dozen years by helping real companies to double and triple, and these materials will be yours to put into ACTION!

Proven Results ...

Over the years, Kaizen Consulting has assisted hundreds of business owners to develop and grow their enterprises in ways that support their personal goals and commitments. We have developed a methodical, structured approach that applies discipline to every stage of the business management process, leading to behaviour changes that lead to Large Scale Growth and increased satisfaction while reducing frustration and removing obstacles to success.

We have included a few excerpts both immediately below and at the end of this Boot Camp overview which attest to the difference that Kaizen Consulting makes to businesses. **We have helped to breathe new life into business people, getting them excited again about building something great, with the result that their businesses have seen astonishing growth and development.**



" ... you have helped my business and myself grow beyond my wildest expectations. I would like to thank you ... for all you have taught me about business. ... I had been asked to take on our biggest project yet; open Europe and turn Arctic Spas into an industry leader there. I knew right away I needed help, and remembered all the work we had done with you in the past, developing systems and structures to grow and stabilize our business.

"You helped me create a clear 24 month plan, with a detailed outline to build the UK operations. You clarified the structures needed and the staffing requirements to maintain the incredible growth we planned. More importantly, you provided me with an effective strategy to sell this whole plan to my partner in the UK, for without their support, realizing our goals would not have been possible.

*"We are one year into our plan and our sales have **increased from 600 units/year to 1,800 units last year**, and we will distribute over 3,000 units in Europe this year, which was our 24 month goal! More importantly, our business saw a 50% increase in our percentage of profits.*

"Europe has spearheaded incredible growth in our company this past couple of years. We grew from \$34 million to \$52.7 million from last year to this year alone. I firmly believe that without your help in the execution of the effective plan you helped us build, our success would not have been so great."

James Keirstead
Arctic Spas
www.goarctic.com



*"While we **tripled the size of our company over the past 2.5 years**, you have provided insight and recommendations for leadership, hiring, team building, negotiations and most importantly, goals and forecasts for the future. Your commitment to us achieving what is most important to us as business owners, is second to none. Certainly in times of stress and frustration, you were able to help us refocus on our dreams and goals, and therefore break through the obstacles.*

"Again, thank you for your continued commitment to our growth and prosperity. We look forward to the coming success in 2006 and beyond!"

Jolene McDonough
Owner/Chief Operating Officer – Prudential California Realty



*"I implemented the Managed Buying Process and **had a five-fold increase in sales as a result**. I re-opened 'dead deals' and worked on the relationship, not the deal; before I knew it, I was doing \$50,000 full mouth reconstructions. In dentistry terms, that's a lot of teeth!*

*"When we opened our new office, with your guidance ... we hit the ground running. We had 35 patients on the schedule before we even opened. It is **amazing but true** that we beat our own forecast and **were in the profit part of the P&L statement in the second month. This is totally unheard of in our profession.***

"The business and life structures that we are creating are allowing us to achieve our dreams to be successful in both business and in life. For that we thank you from the bottom of our hearts."

Brett H. Kessler, DDS

Gina G. Kessler, DDS, MS



"My ability to clearly set and more importantly reach higher goals has been heightened to a level where the 'skill' is unconscious and almost taken for granted. The tools and skills that we have developed and are continuing to enhance will certainly support me in my personal and professional pursuits.

"Thank you for all your hard work and continued support."

Bob Langlois
Sr. Manager, Property Tax Services



"I was in need of tools to move this company forward and into the next stage of growth effectively. What I discovered after beginning with Kaizen Consulting is just how many effective tools for better business practices your company brings to the table. The tools you provide are clear, concise, and easy to follow. I am currently creating my dream team. My goal is to double this company's growth in sales and profits in the next two years.

Thank you for making it fun to be in business again. It has been a pleasure to work with you."

Dona J. Williamson – President – Precision Pumping Systems Inc.

Would you like to see 300% sales growth in one year, like Arctic Spas in Europe? Or see your firm **triple in just over two years**, like Prudential Realty in California? Of course you do! And now you can begin to experience breakthrough results when you attend this **5-Day Boot Camp** and learn the core concepts of the Kaizen Way!

Your Investment in Your Success ...

Forget the cost of admission – a program like this is worth top dollar because of the difference it makes to both your top-line revenue and bottom line profits. **How much would you be willing to pay if you could double your income and double your free time in a single year, as many Kaizen clients have done?**

And **how do you even begin to quantify the value of getting your people excited again about going out and accomplishing their goals?** How much is it worth to see people take a new, positive, proactive approach to things that used to frustrate them and slow them down? I'm sure you will agree that this kind of "life change" is priceless because it not only puts more money in the pockets of company owners, it also helps people find more satisfaction in their work!

Our fee for the Boot Camp is just \$5,000 (USD), and for that price you are welcome to send a second key person from your firm at no extra charge (perhaps a business partner, or one of the people who will help you implement what you learn? The only condition is that he or she is a full-time KEY employee of your company).

For that fee, you get to spend five intensive power-packed days with myself and other business owners who are looking to unlock the secrets of Large Scale Growth. **And we don't just give you cold case studies from a book – we get you involved sharing the challenges your firm faces (remember, this Boot Camp is for drivers, not passengers) and recommending approaches and solutions to help you resolve those issues!**

Remember that attendees get the meat and potatoes of the Kaizen “Large Scale Growth for Small Business”™ consulting program, **which starts at \$14,000 for a minimum engagement**, so you are assured of getting outstanding value for the low price of admission!

Call us **toll-free at 1-888-263-5670** or e-mail me at the address below, to find out when the next Boot Camp is being held in your area! I look forward to meeting you at the next Boot Camp!

Michael Walsh

Michael Walsh

President

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P.S. I've included more testimonials below of the difference Kaizen makes!



BACK in MOTION

“I wanted to let you know that your consulting services have been extremely valuable to our organization. Your enthusiasm, energy, and resourcefulness have been greatly appreciated, and your emphasis upon strategic thinking has permeated throughout our organization.

“I found the handling of issues pertaining to strategic planning, compensation structures, and performance evaluations to be particularly helpful.

*“Kaizen’s involvement has come at a critical juncture in the evolution of our business. As a result of your guidance, we have responded to proposals that have **enabled us to secure three large contracts in the past month**, one involving multiple locations. Our success in achieving these and positioning ourselves for future success, would not have been possible without Kaizen’s input.”*

Kenneth J. Hemphill, Ph.D., R.Psych. – Director



“There have been many benefits to your services, some expected and many unexpected. The expected benefits include specific exercises to clarify strategic direction and policy, to develop game plans. An unexpected benefit was the confidence derived from working exercises when facing the future with no other structure or organization in place.

Especially valuable has been your ability to analyze and bring clarity to situations. This clarity allowed successful and reasonable solutions to employee conflict, personal life balance, managing client expectations, setting up systems and many other challenges long since resolved.

I recommend your service for any person committed to adding effectiveness and purpose to their career and business.”

Gary Braaksma

About Michael Walsh ...

Michael is the Founder and President of Kaizen Consulting Services, Inc., a Vancouver, B.C. based business consulting firm that specializes in assisting business owners to achieve large scale growth.

A renowned business advisor and internationally celebrated speaker, Michael, and his team of Kaizen Consultants have helped hundreds of clients achieve their goals. His ability to communicate complex strategy through simple language and technique is recognized as a key strength.

As an acclaimed business consultant, Michael Walsh's career spans over 20 years. Beginning as a successful business owner himself, Michael soon discovered that he was able to translate his business accomplishments into a set of proven skills, tools, and perspectives to coach other business owners how to succeed. As a consultant at PanFinancial of Toronto, Michael Walsh received advanced training in personal and corporate finance and tax planning. During his years with the Hunter-Palmer Group of Vancouver, British Columbia, he completed extensive training in tactical Entrepreneurship and Marketing. Michael is now a recognized leader in the fields of: Managerial/Leadership Skills, Entrepreneurship and Marketing, Financial Planning, Retirement Planning, Investment Planning, Strategic Planning, Negotiation, Conflict Resolution, and Building an Effective Business.



Michael Walsh

Michael possesses years of formal training, completing his undergraduate work in Commerce & Economics at the University of Toronto and earning an MBA from Asia Pacific International University. Additionally, he has acquired extensive experience working with organizations that range from private practices to Fortune 500 companies, from industry-wide trade groups to family-run businesses.

Michael Walsh's wealth of credentials and skills has proven to be exceedingly effective time and time again as he leads Kaizen Consulting Services, Inc and the Kaizen Team of consultants in Helping People Grow Business™.