



# Unit 5: Monitoring the Performance of your Business

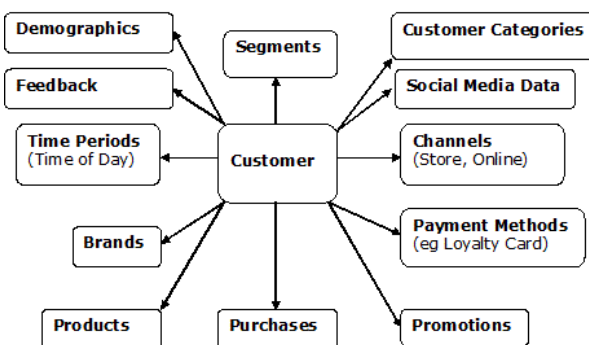
Complete unit

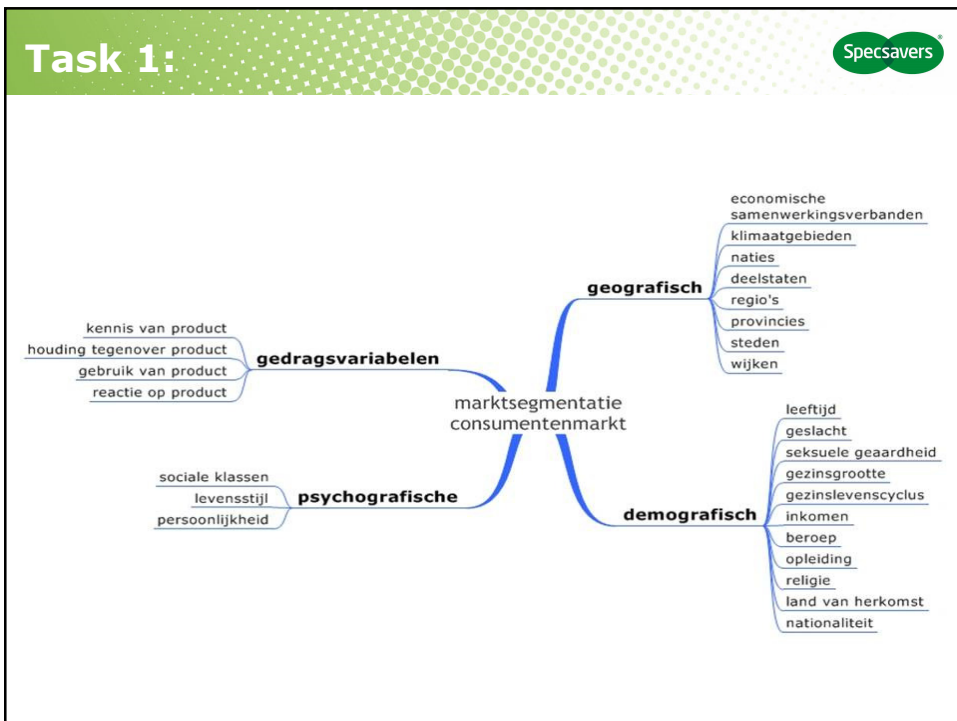
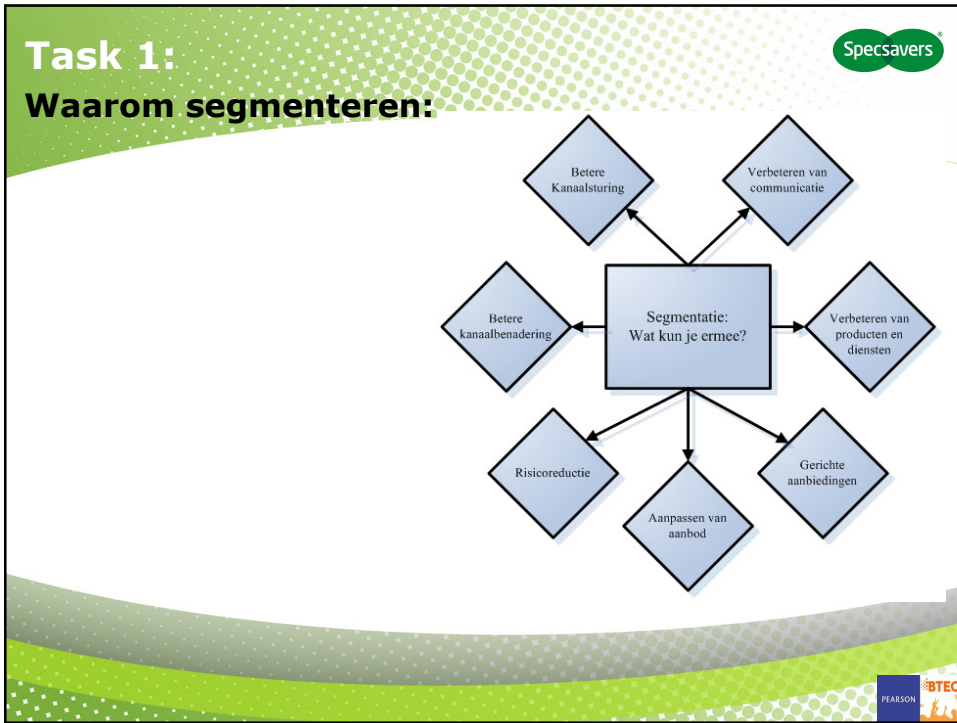
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## Task 1:



### Types and needs:





# Task 1:

**Specsavers**

**Voorbeeld van AVIKO:**

<b>Goed Gevoel</b> Aviko product image	<b>Gezond</b> Aviko product image
<b>Verrijken</b> Aviko product image	<b>Vertrouwd</b> Aviko product image
<b>Gezin</b> Aviko product image	<b>Genieten</b> Aviko product image
<b>Verwennen</b> Aviko product image	<b>Variatie</b> Aviko product image

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# Task 1:

**Specsavers**

**Segmenteren:**

<b>algemeen belang</b>	maatschappelijk betrokken, kritisch, idealistisch, links, creatief, tolerant, denken zelfbenedig, rechtvaardig	<b>hoog opgeleid</b>	onafhankelijk, snel, rijk, hard werken, beslist, technologisch, maatpakken, economisch, grote slaag, literair, hard	<b>innovatie</b>
<b>geperskoneerden</b>	gevoelzaam, wijs, reflectief, schoonheid, kunst, innerlijke harmonie, rentmeesterschap, zacht	<b>Zakelijke</b> 9%	<b>hoogste inkomen</b>	tweeverdieners
<b>oud</b>	alleenstaande ouderen	<b>Luxezoekers</b> 13%	<b>ambitieuw, allebogen, machtshebber, gulzig, stout, zichzelf stellen, uitdagend, opstandig</b>	<b>jong</b>
<b>laagste inkomen</b>	gezin met oudere kinderen	<b>Genieters</b> 13%	<b>spontaan, zinnelijk, hedonist, vrolijk, ongepland, cynisch, behoefteloos, direct</b>	<b>gezin met jonge kinderen</b>
<b>behoud</b>	gevoelheid, huur, orde en veiligheid, gebouwd, doener, 'deur maar gewone'	<b>Behoudenden</b> 10%	<b>laag opgeleid</b>	<b>eigen belang</b>
		<b>Zorgzamen</b> 15%		
		<b>Evenwichtigen</b> 21%		
		<b>Gezinsgevoerden</b> 11%		

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## Task 1:

### Segmenteren:

**Demografie**

- Huishoudendemografie
- Verhuizingen
- Achtergrond & geloof

**Sociaal, economisch en consumptie**

- Beroep
- Bedrijfsregistratie
- Werkzaamheid
- Socio-economische status
- Auto's en motoren
- Producten en media

**Financiële maatstaven**

- Wanbetaling
- Kredietgedrag

**Eigendomskenmerken**

- Type woning
- Eigendom van woning
- Perceelgrootte

**Waarde van Eigendom**

- Waarde van eigendom
- Verkoop van eigendom
- Hypotheek op eigendom

**Locatie**

- Dichtheid
- Landelijkheid
- Vestelijkijking

**Psycho-demografie**

- Waarden
- Rokeach clusters

**mosaic Huishouden**

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## Task 1:

### Customer Service:

**Customer promise**


At Specsavers, we aim to bring you the highest standards of service and expertise. All our stores are locally owned by professional opticians whose priority is to offer the best in eye care. That's why you'll find this promise in all our stores:

*"We want you to be completely happy with your purchase at Specsavers.*

*If you have any concerns within three months of the date of purchase, we will put it right. No quibble, no fuss."*


Your statutory rights are not affected. Please ask in store for full details.


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**Task 2:** 

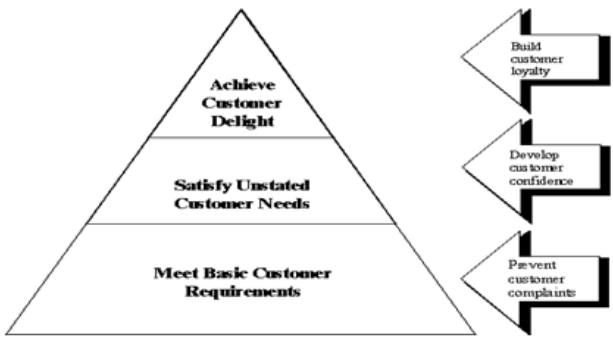
**An IDEA?:**

**Walt Disney said it best, "Do what you do so well that they will want to see it again and bring their friends."**



**Task 2:** 

**Basic Model: Customer Satisfaction Model**



**Achieve Customer Delight**


**Satisfy Unstated Customer Needs**

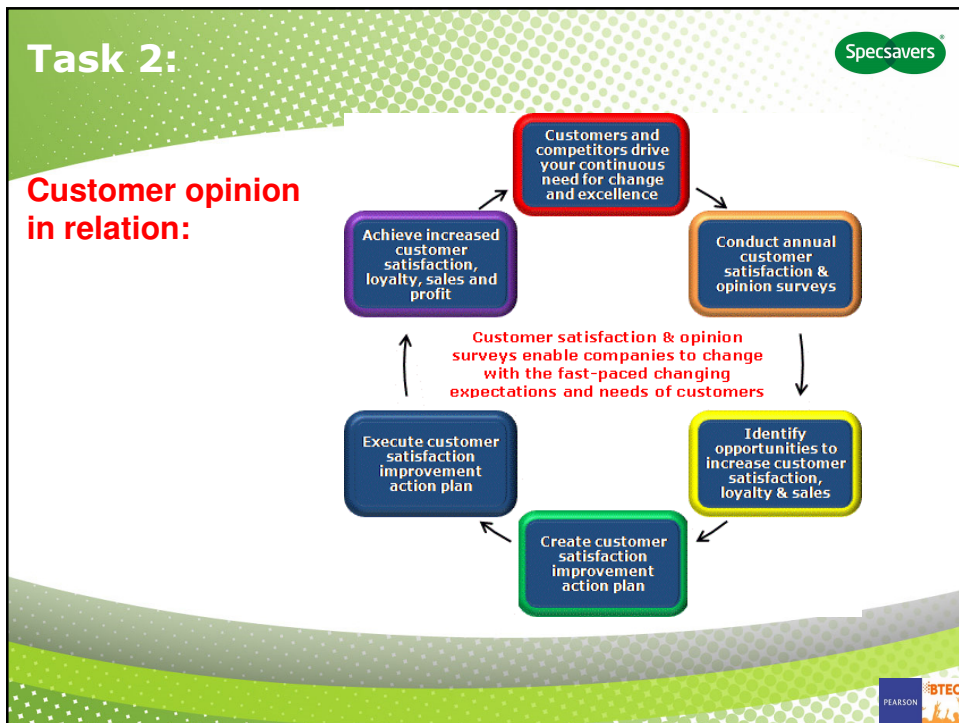
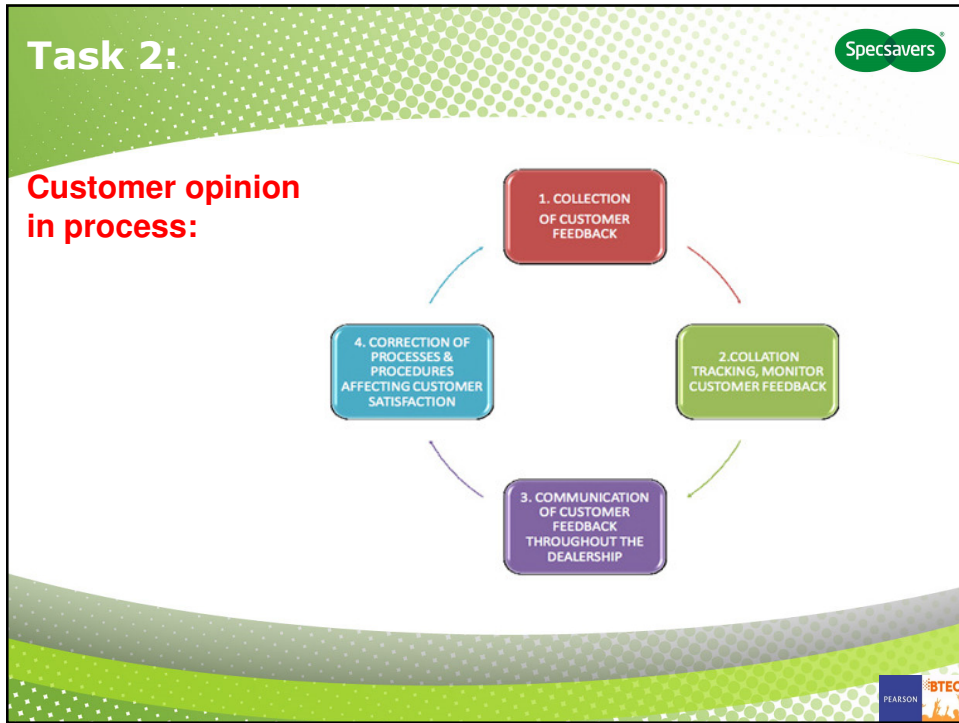
**Meet Basic Customer Requirements**

**Build customer loyalty**

**Develop customer confidence**

**Prevent customer complaints**





**Task 2:**

**10 steps:**

Specsavers

- Treat your Customers Right – Genuinely Interact
- Don't Come on Too Strong – Respect Your Customers
- Always Listen – Hear What Your Customers are Saying
- Continue to Satisfy – Offer Ongoing Support and Specials
- Treat a Customer Like a Valued Partner – Communication is Two Way
- Build Trust – Alert Customers to Large Scale Changes, Good or Bad
- Be Transparent – Honesty is Crucial When it comes to Mistakes
- Follow Through on Your Word – Follow Up on Promises
- Recognize Responsibility – The Customer is Always Right
- Always Say "Thank You" – Kindness and Gratitude will Take You Far

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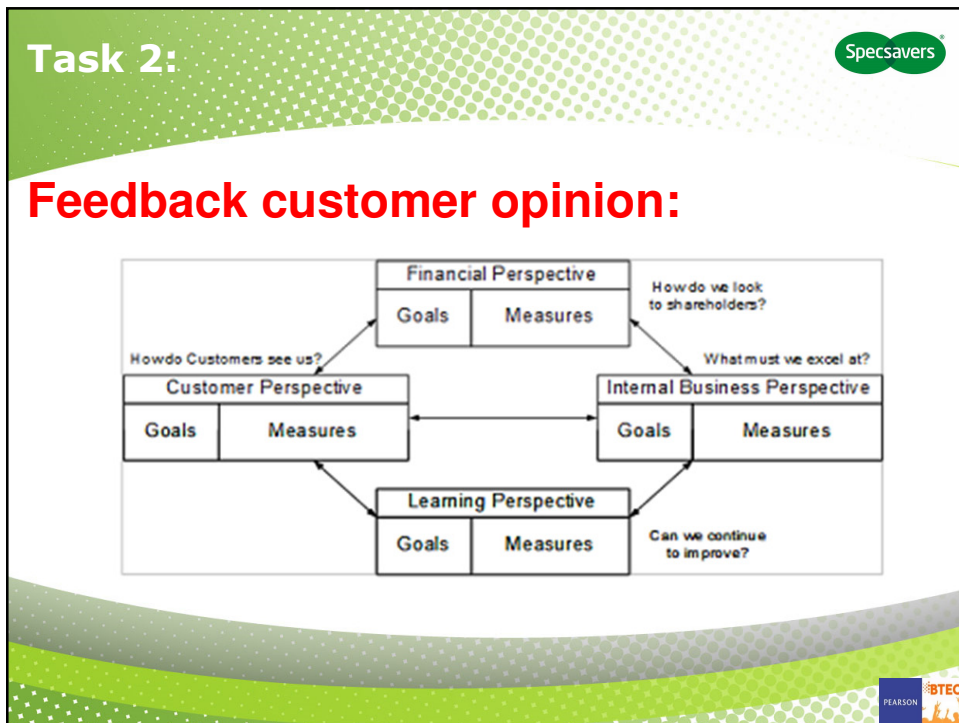
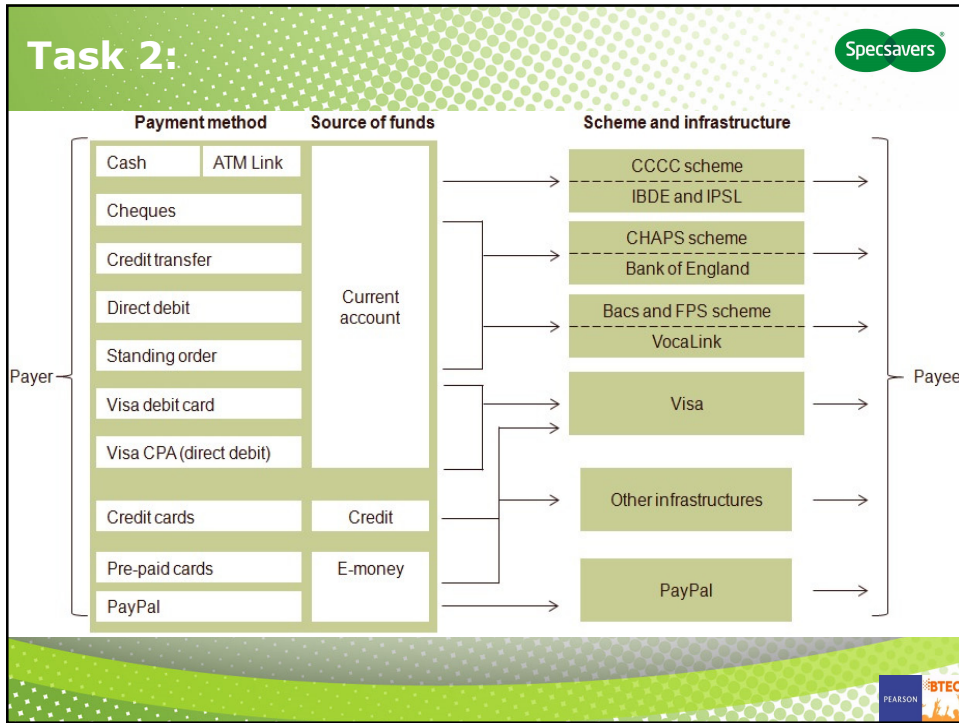
**Task 2:**

**Payments:**

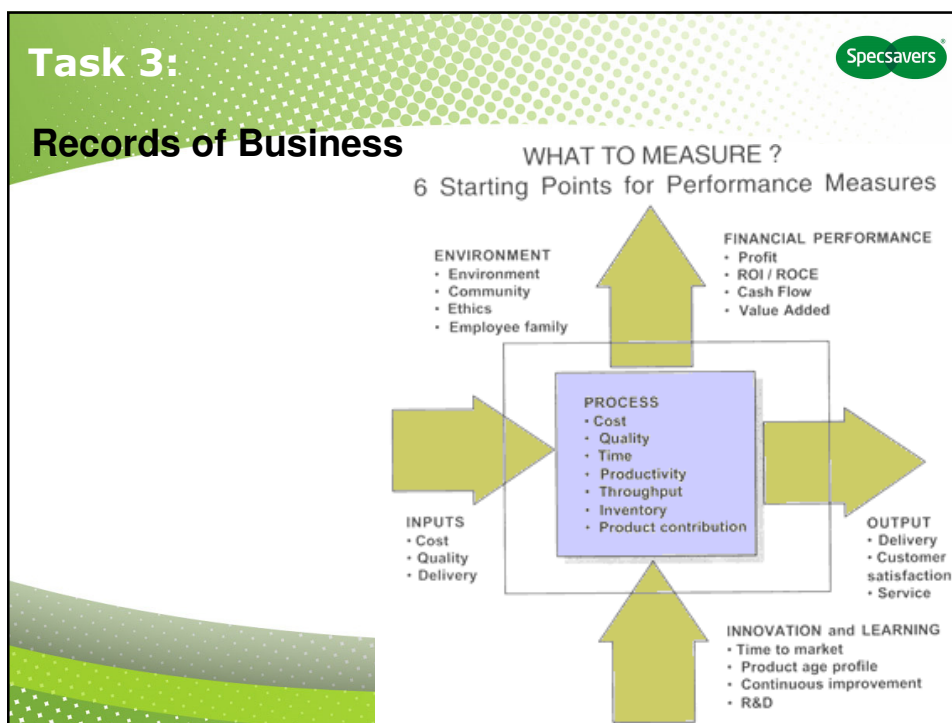
Specsavers

1. Compensation, discharge or performance of an obligation, or reimbursement, by giving over something that is of satisfactory value to its recipient, such as money.
2. An amount that is paid or payable.

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**Task 3:** Specsavers

## Financial Measures part 1:

**Cashflow** - this is the balance of all of the money flowing in and out of your business. You should ensure that your forecast is regularly reviewed and updated. For more information, see our guide on cash flow management: the basics.

**Working capital** - have your requirements changed? If so, research the reasons for this movement and assess how this compares to the industry standard. If necessary, take steps to source additional capital - see our guide on how to use your business plan to get funding.

**Cost base** - keep your costs under constant review. Make sure that your costs are covered in your sale price - but don't expect your customers to pay for any business inefficiencies. For more information, see our guide on how to price your product or service.

**Borrowing** - what is the position of any overdrafts or loans? Are there more appropriate or cheaper forms of finance you could use?

**Growth** - do you have plans in place to adapt your financing to accommodate your business' changing needs and growth?

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## Task 3:

### Financial Measures part 2:

**Gross profit margin** - how much money is made after direct costs of sales have been taken into account, or the contribution as it is also known.

**Operating margin** - this lies between the gross and net measures of profitability. Overheads are taken into account, but interest and tax payments are not. For this reason, it is also known as the EBIT (earnings before interest and taxes) margin.

**Net profit margin** - this is a much narrower measure of profits, as it takes all costs into account, not just direct ones. All overheads, as well as interest and tax payments, are included in the profit calculation.

**Return on capital employed** - this calculates net profit as a percentage of the total capital employed in a business. This allows you to see how well the money invested in your business is performing compared with other investments you could make with it, like putting it in the bank.

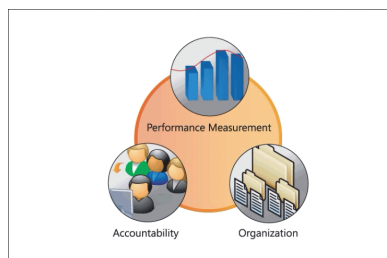
## Task 3:


### Financial Measures part 3:

**liquidity ratios**, which tell you about your ability to meet your short-term financial obligations

**efficiency ratios**, which tell you how well you are using your business assets


**financial leverage or gearing ratios**, which tell you how sustainable your exposure to long-term debt is




**Task 3:** 

**Sales Measures :**


- **Market size**
- **Market share**
- **Market increases / decreases**
- **Brand awareness**
- **Cost Effectiveness**

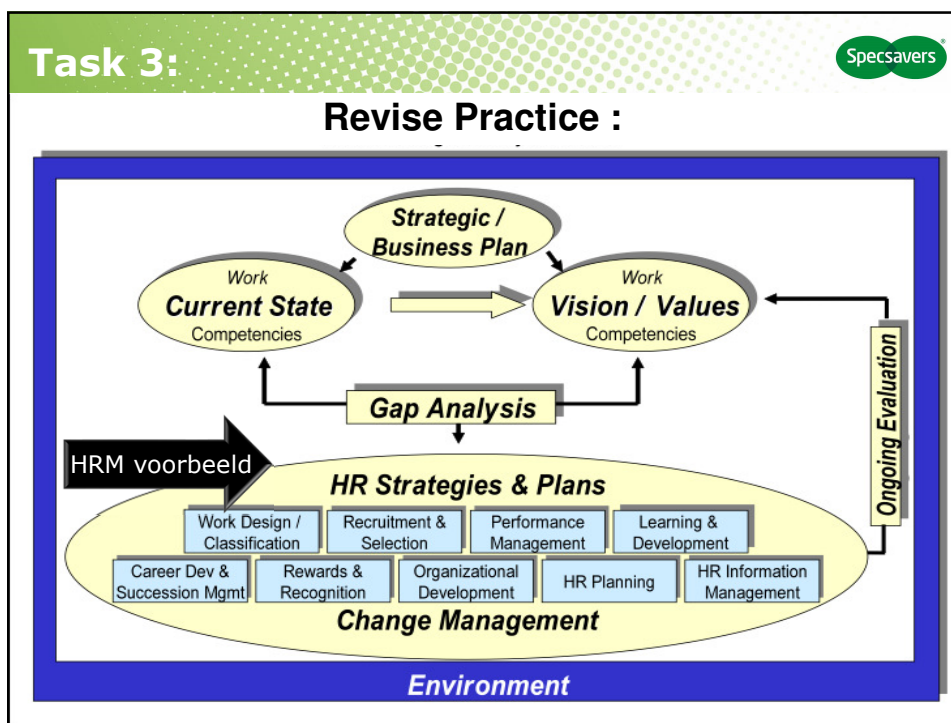


**Task 3:** 

**Marketing Measures :**

- **Demographics**
- **Sales Cycle Analysis**
- **Rate of Change**
- **Performance Assessment**
- **Sales Methodology**
- **CRM basis**






**Task 3:** Specsavers

**Voorraden:**

Onder **voorraad** wordt verstaan:

- aangekochte goederen die verder verkocht of gebruikt kunnen worden in het productieproces (grondstoffen), "basismaterialen")
- goederen in bewerking (g.i.b.) ook wel halffabricaten genoemd ("work in process" WIP)
- geproduceerde, afgewerkte producten

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**Task 3:** 


## Kosten / risico voorraad:

- Rente kosten
- Opslag kosten
- Bestel kosten


- Ruimte
- Rente
- Risico



**Task 3:** 

## Voorraden:

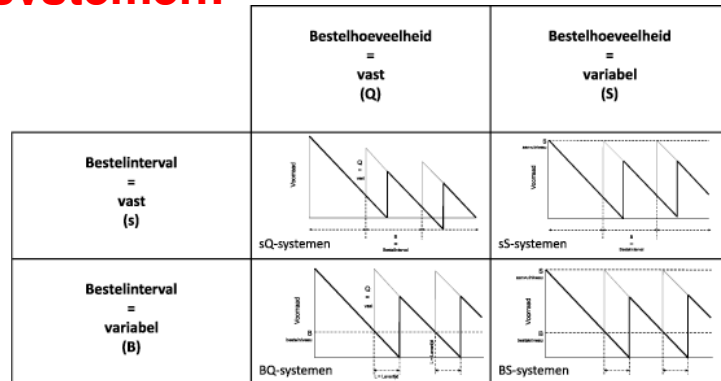
- Transitvoorraad: is afhankelijk van de tijd nodig om te verplaatsen tussen twee plaatsen;
- Cyclische voorraad: ontstaat doordat de geproduceerde hoeveelheden te groot zijn in verhouding tot de vraag;
- Veiligheidsvoorraad: een buffer tegen onverwachts hoge vraag tijdens de levertijd (of vertragingen/problemen in productie);
- IJzeren voorraad: het gedeelte van de veiligheidsvoorraad dat alleen met speciale toestemming mag worden aangesproken of voor speciale klanten is (ook: locked stock);
- Seizoen voorraad: een buffer voor periode waarin de vraag groter is dan de productiecapaciteit;
- Minimumvoorraad: zodra de minimumvoorraad bereikt is dient er besteld te worden (bestelpunt of bestelmoment);
- Maximumvoorraad: door de leiding vastgestelde maximale voorraad op grond van ruimte of beschikbaar budget;
- Ontsporing voorraad: voorraad waarvan de vraag niet meer spoort met het aanbod;
- Economische voorraad: voorraad waarover de eigenaar economisch (prijs) risico loopt, dus alles wat nog in het magazijn ligt, minus dat gedeelte dat al verkocht is, plus de uitstaande bestellingen - al dan niet onderweg - bij de leveranciers;
- Technische voorraad: alles wat daadwerkelijk (fysiek) aanwezig is in het magazijn.



Task 3:



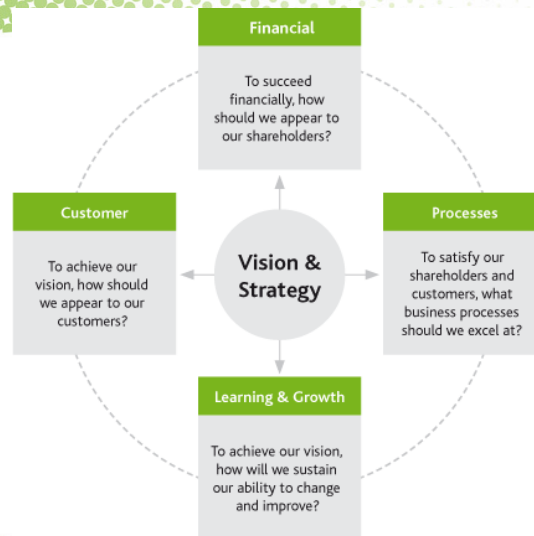
**Bestelsystemen:**



Task 4:



**Indicators:**



**Task 4:**

**Indicators business general:**

KPI = Key Performance Indicator

	KPI Category	Keyword
1	Production Risk	PROD
2	Reliability Risk	REL
3	Manufacturing Cost	MFG
4	Technology Extension Risk	EXT
5	System Level Performance	PERF
6	SoC Area Scaling	AREA
7	System Power Scaling	PWR
8	SoC Reuse & Designability	REUSE
9	SoC Eco-System Risk	ECO
10	Applications Coverage	APPS

**Task 4:**

**Indicators:**

**Balanced Scorecard Framework\***

The diagram illustrates the Balanced Scorecard Framework. At the center is a green box labeled "Vision and Strategy". Surrounding it are four blue boxes representing different perspectives, each with a grid for "Objectives", "Measures", "Targets", and "Initiatives":

- Financial:** To succeed financially, how should we appear to our shareholders?
- Customer:** To achieve our vision, how should we appear to our customers?
- Internal Business:** To satisfy our shareholders and customers, what business processes must we excel at?
- Learning & Growth:** To achieve our vision, how will we sustain our ability to change and improve?

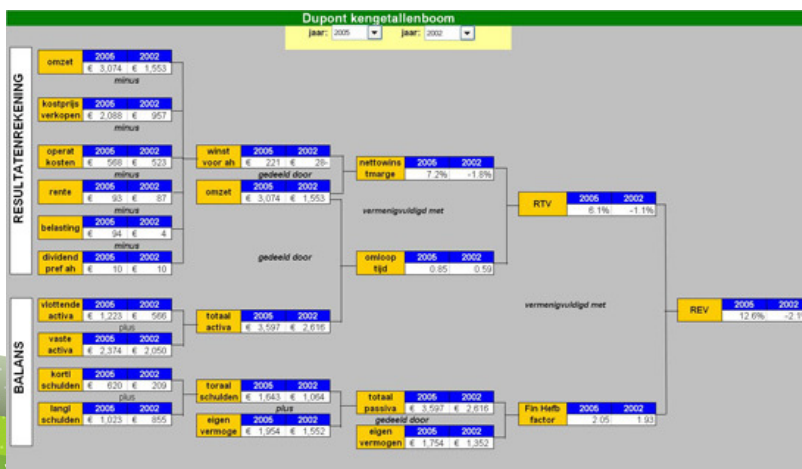
Blue arrows indicate a cyclical relationship between the perspectives, and bidirectional arrows connect each perspective to the central Vision and Strategy box.

\* Adapted from Kaplan & Norton 1996. *The Balanced Scorecard*. Harvard Business School Press: 9. Original from HBR Jan/Feb 1996, p. 76.

Task 4:



Indicators business practice:



Task 4:



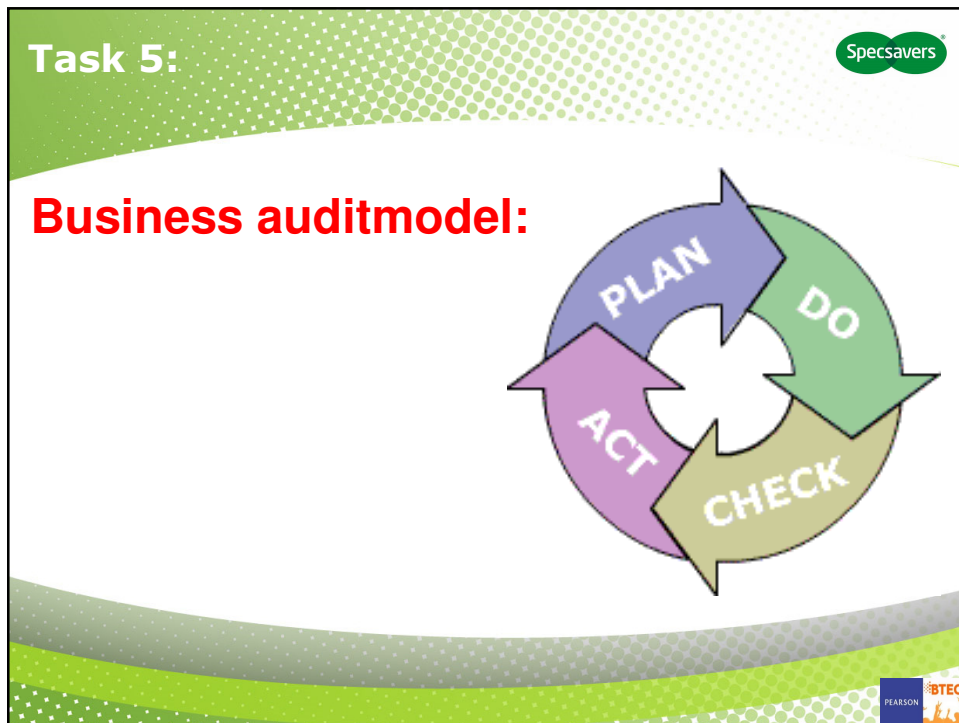
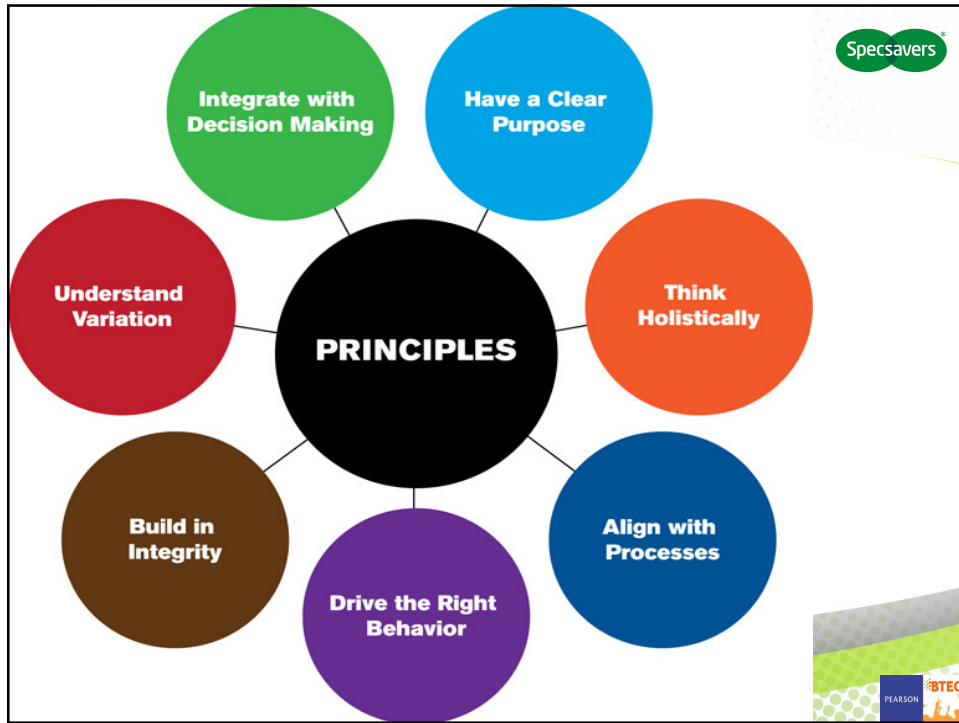
10 eisen bij een Strategisch Accountplan

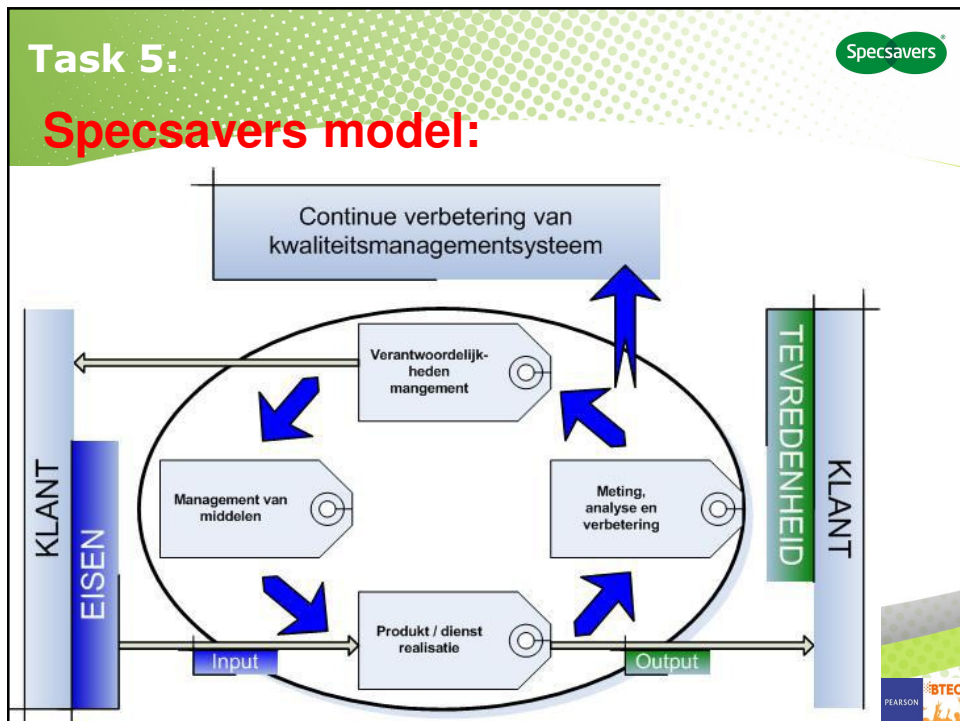
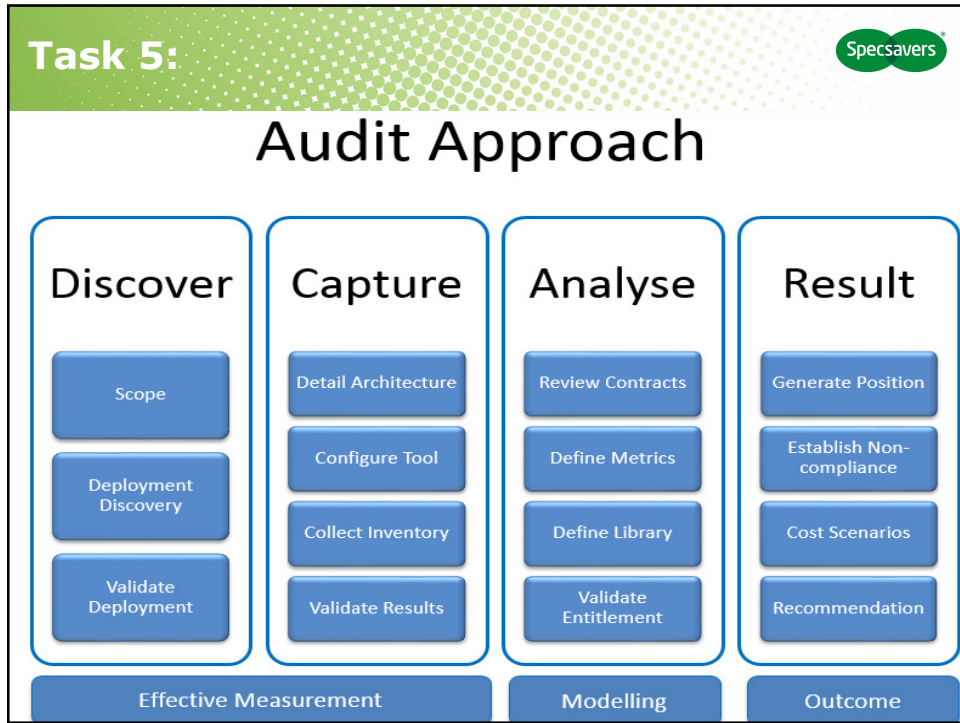


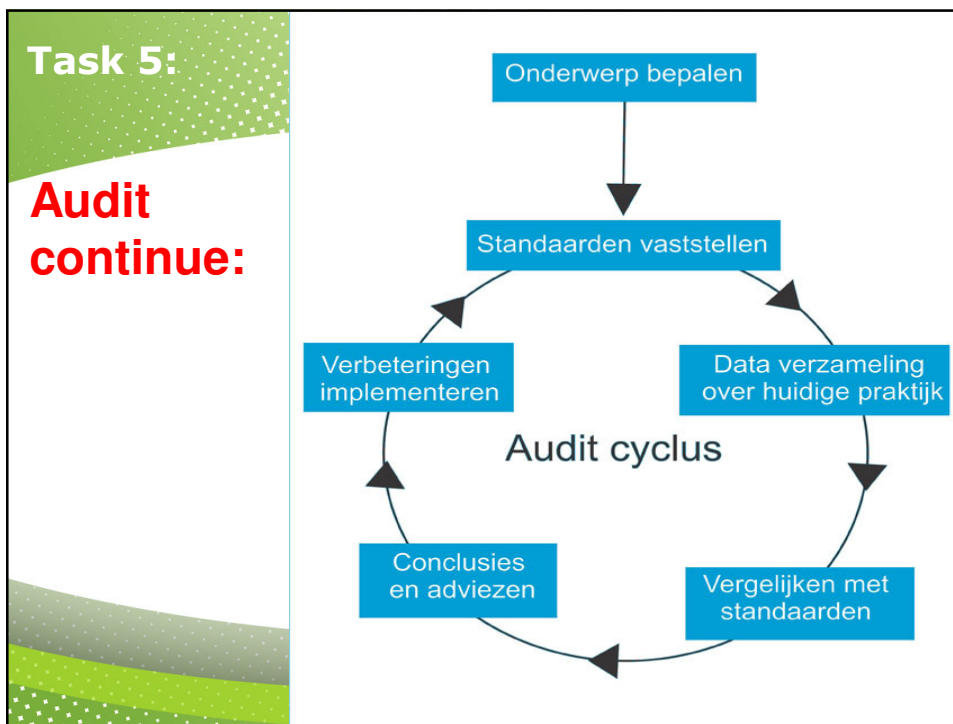
1. Bepaal het klantprofiel
2. Analyseer de relatie en realiseer partnerschap
3. Identificeer de behoeften van de account
4. Bepaal en omschrijf je toegevoegde waarde
5. Verkoop je toegevoegde waarde
6. Stel accountdoelen en strategie vast
7. Maak een actieplan
8. Zorg dat het accountteam op één lijn komt
9. Bewaak de accountdoelen en kansen
10. Blijf de klant ontwikkelen middels het accountplan













**PETER JONES'**  
ENTERPRISE AND ENTREPRENEURSHIP

# Unit 5: The Innovative Entrepreneur

Complete unit Finished / Think about the **deadline**

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