



**RBSN Marketing Roundtable**

# **Creating Sustainable Strategies to Drive Business Performance**

# WELCOME



## SHINA ALABEDE

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# Outline

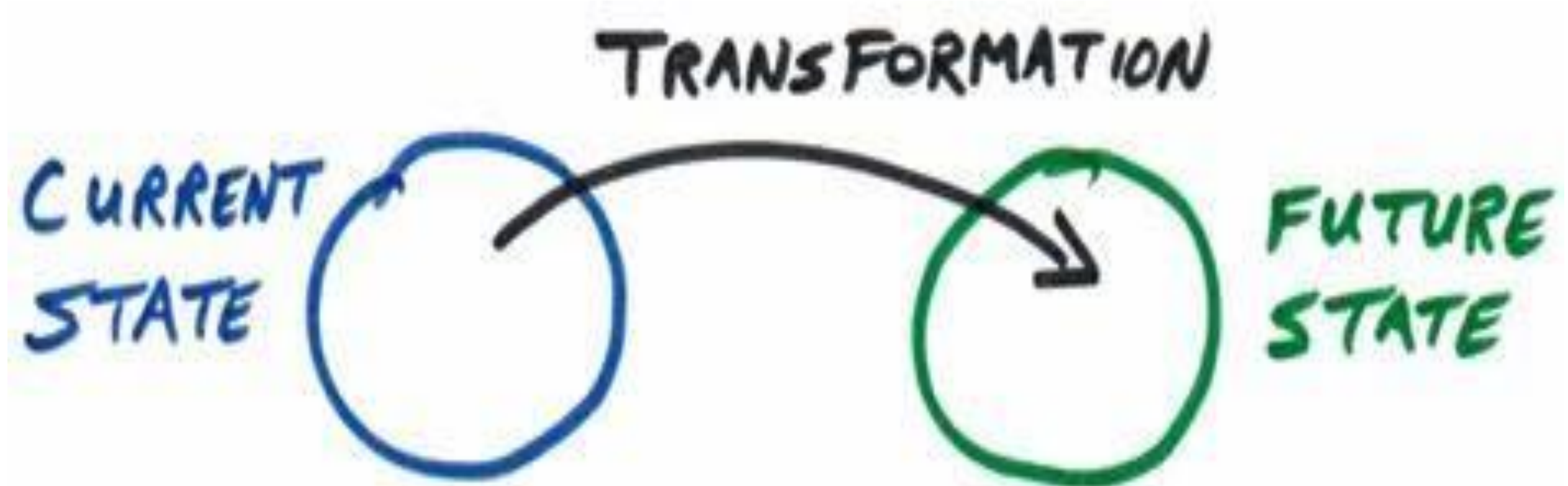
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- ✓ Presentation Purpose
  - ✓ Discussion Framework
  - ✓ Introduction
  - ✓ Business Performance
    - What it entails and the Why?
    - The Perspectives
    - The Issues/ Hindrances/ Disruptions
- 
- ✓ Performance Indicators.
  - ✓ Improving Business Performance
  - ✓ End Notes

# Presentation Purpose

**To Stimulate and motivate participants on :**  
**Developing Sustainable Strategies for Businesses**  
**with a view to moving them from their current state to future desired position.**



# Welcoming Quotes

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★ The true measure of value of any business leader and manager is performance.

- **Brian Tracy**

★ If you can't measure it, you can't improve it.

- **Peter Drucker**

★ To reach a port, you must sail – sail, not tie at anchor

- **Franklin Delano Roosevelt**

# Can we proceed?

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**Question – Why do businesses fail??**



## Thinking Cap

**The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow.**

**- William Pollard**

# Food for Thought

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- ✓ Realising success in business is **not so much about growth as achieving sustainability**. This is the biggest challenge any business leader faces.
- ✓ COVID – 19 and on –going Russia/ Ukraine war has taught us a lot of business lessons. When you set out to build models, you must build **eventualities and resilience**. The world cant be the same again.
- ✓ **Adapt or Die** - Your business only option in an evolving/ dynamic economy



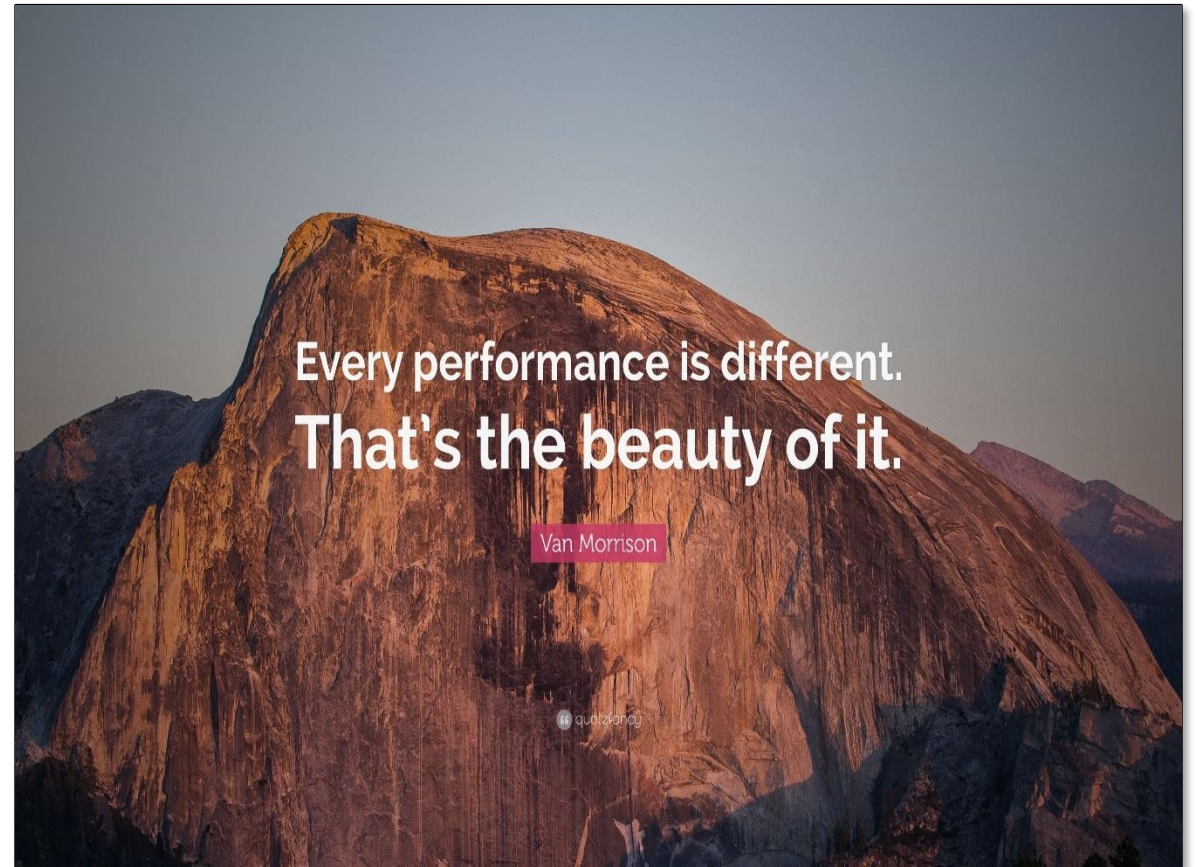
# Discussion Framework

**GROWTH (Business Success) = STRATEGY + PERFORMANCE**

Every business vision  
needs strategy and action  
...to succeed

Business strategy is the  
battleplan for a better future.

Patrick Dwyer





# Introduction



## Business Performance -

Is a composite assessment of how well an organisation executes on its most important parameters typically financial, market and stakeholders.

It has to do with task accomplishment by an organisation measured against a pre-set known standards (**Initially defined pre – selected goals**)

It is the efficiency and effectiveness of an organisation reflected in the business objectives set by management.

It is the basis for organisation success.

# Business performance – Why?

Achieving success in business rely heavily on business performance.

Organisation not actively seeking improvement, is on the way to inevitable decline.

- Meet Stakeholders expectations
  - ( Value, profits, sales & growth)
- Advice on next level performance
- Information delivery
- Identify company strengths, opportunities and weak positions
- Efficiency – ROI
- Rebalance Teams
- Raise finance for growth





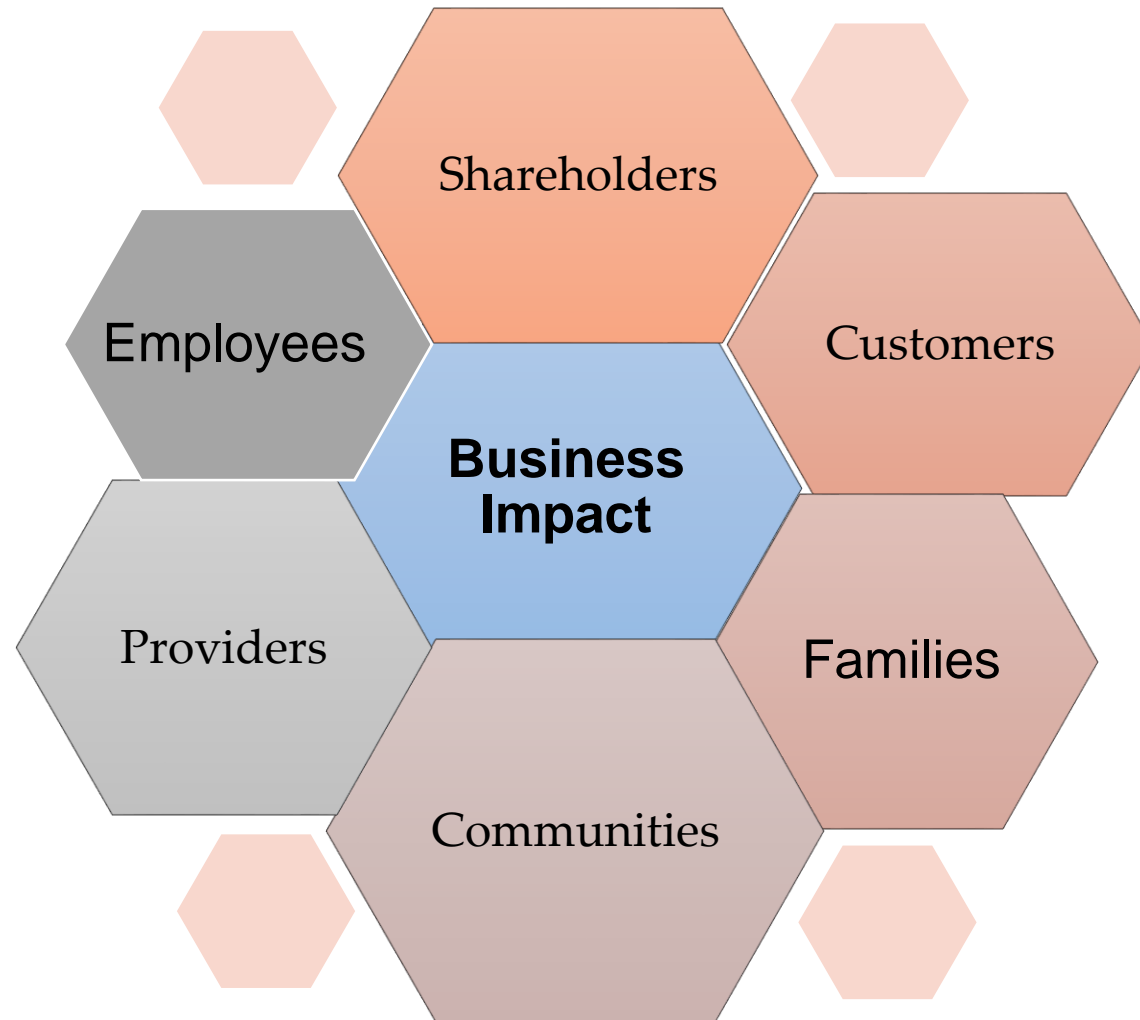
# Driving Business Performance

**5Ws ( Who, What, When, Why, Where) and How ?**

**Rome wasn't built in a day, and neither is a successful business.**

# Who Does Your Business Impact?

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# Driving Business Performance - Perspectives

1

**Financial/Stewardship Performance – Stakeholders Satisfaction**  
**Index reporting**

2

**Employee Satisfaction**  
**Valuable Assets**

3

**Customers Satisfaction**  
**Stakeholders**

4

**Processes/Systems Quality & Efficiency**  
**Enablers – Knowledge / Innovation**



# Business Performance (What If ?)

- Formidable challenger – Google, Zoom. Pepsi, etc.
- Socio - Economic Disruptions – ( COVID – 19), War, etc.
- Environment – volatility, uncertainty and vulnerabilities ( VUCA)
- Buyer behavioural changes
- New improved operational processes
- New Business Model
- ICT – Digitalisation and Innovation speed
- Key Talent Loss
- Government policy Shifts - unfavourable
- Economic downturn – Recession/Depression



# Driving Business performance – How?

Where do you stand?



## Follow the steps

- 1. Situation Analysis** – SWOT, Trend & financial analysis. Focus areas should include customer, product/service environment (PESTEL), competitor and resources.
- 2. Future State** – Set SMART business goals and prioritise focus areas on short, medium and long term basis.
- 3. Plan implementation** – Implement performance improvement strategies, incorporating time frame for completion, stakeholders responsibility, resources needed and specific outcomes.
- 4. Measure results** – Do regularly against budget and time frame. Put in place feedback mechanism



# Performance Indicators

KPIs helps to measure effectiveness of solutions, functions and processes in your business

## Financial focus

Gross profit, Net Profit, Operating margin, Profit margin, Turnover, etc

**Customer focus** – Revenue per customer, Satisfaction rate, client retention rate,

**Process focus** - Turnaround Time.

## KPIs Examples

### Banking - .

Customer retention, Loan loss, Asset quality, Cost of funds, Active accounts, Dormancy ratio, Customer profitability, etc

### Broadcast Media –

Audience reach, cost per impression, cost per broadcast hour, Transmission interruption, number of IP lawsuits filed, Number of reports retracted.etc



# Driving Business performance - 6Ps



**2022 Audacious Wema Bank ALAT**  
Target 1 million account in a 24hrs.

**MTN Ambitious 2025 Strategy-Target**

- 80 million active data users,
- 40million MoMo users



# Driving Business Performance – MTN Ambitious 2025 Strategy

**Belief Statement** – Everybody deserves the benefits of a modern connected life.  
**Strategic Intent** – Ambition 2025: Leading digital solutions for Africa's progress.

## Strategic Priorities

- ▶ Build the **largest & most valuable platforms**
- ▶ Drive **Industry leading** connectivity operations.
- ▶ Create **shared value**
- ▶ Accelerate portfolio **transformation**

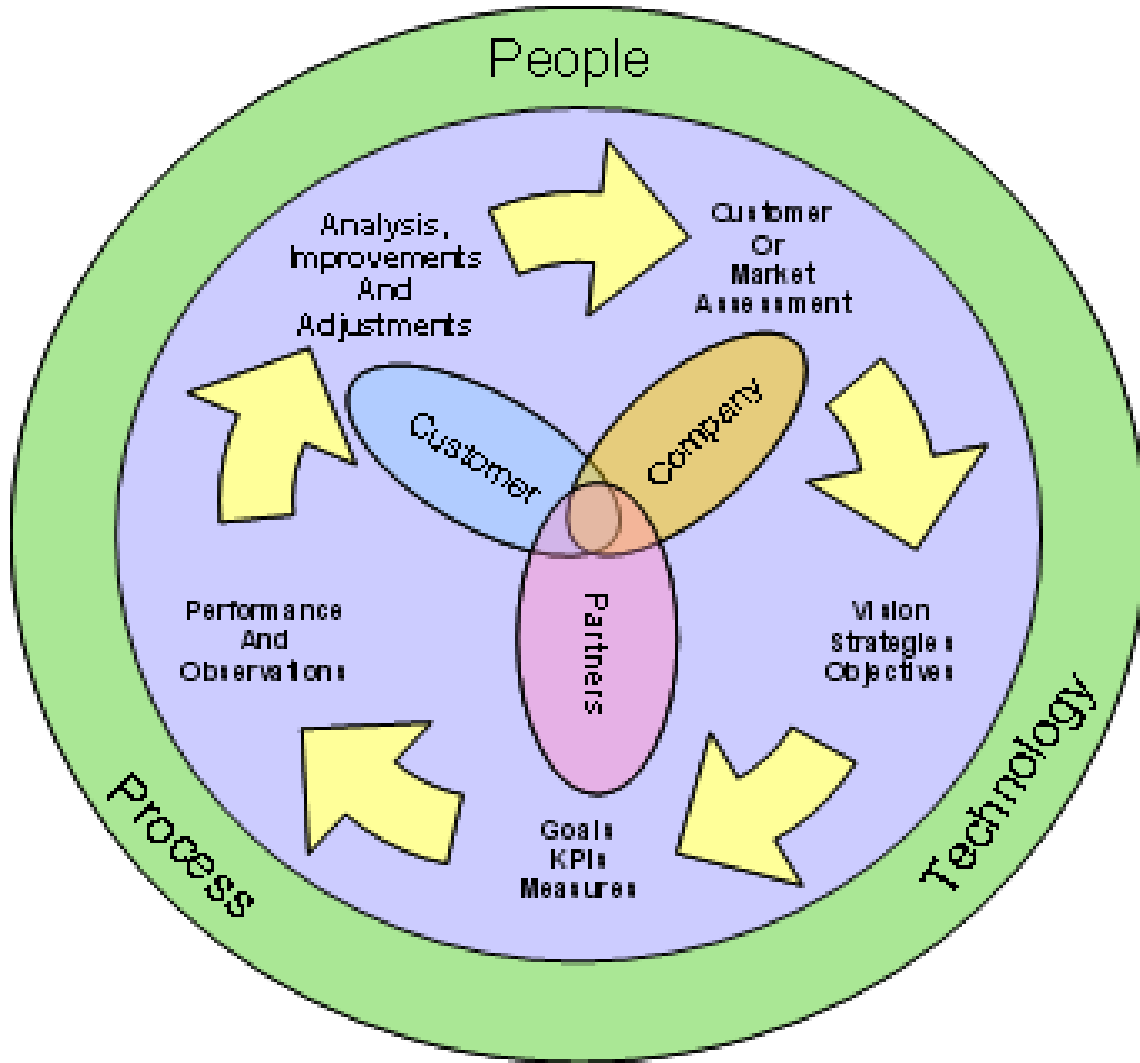
## Vital Enablers

- ▶ Leading customer experience
- ▶ Best talent, culture and future skills
- ▶ Value based capital allocations
- ▶ Technology platform second to none.

## Values

- ▶ Leadership
- ▶ Integrity
- ▶ Relationship
- ▶ Innovation
- ▶ Can - do

# Driving Business performance



## Note

- ✓ Strong purpose drives performance
- ✓ Result measurement - KPIs
- ✓ Accountability & Responsibility
- ✓ (Outcome versus Expectation).
- ✓ Analysis – SWOT, Market Intelligence, Behavioural trends, etc
- ✓ Actionable Rewards
- ✓ Feedback Mechanisms.
- ✓ Re examining the sense of purpose (Adjustments/ Improvements)
- ✓ Corporate Governance



# Driving Business Performance

## Enablers

**Financial** - Goals, Plan, KPIs.  
(Grow sales, maximise profits, manage investments and deliver shareholders value)

**Customers** – Value Delivery, Brand awareness, strategic customer relations, market share.

( Markets, segmentation, Channelling, USP, etc.)

**Internal Processes** – Innovate, Optimise processes, Market intelligence,

**Learning and Growth.**

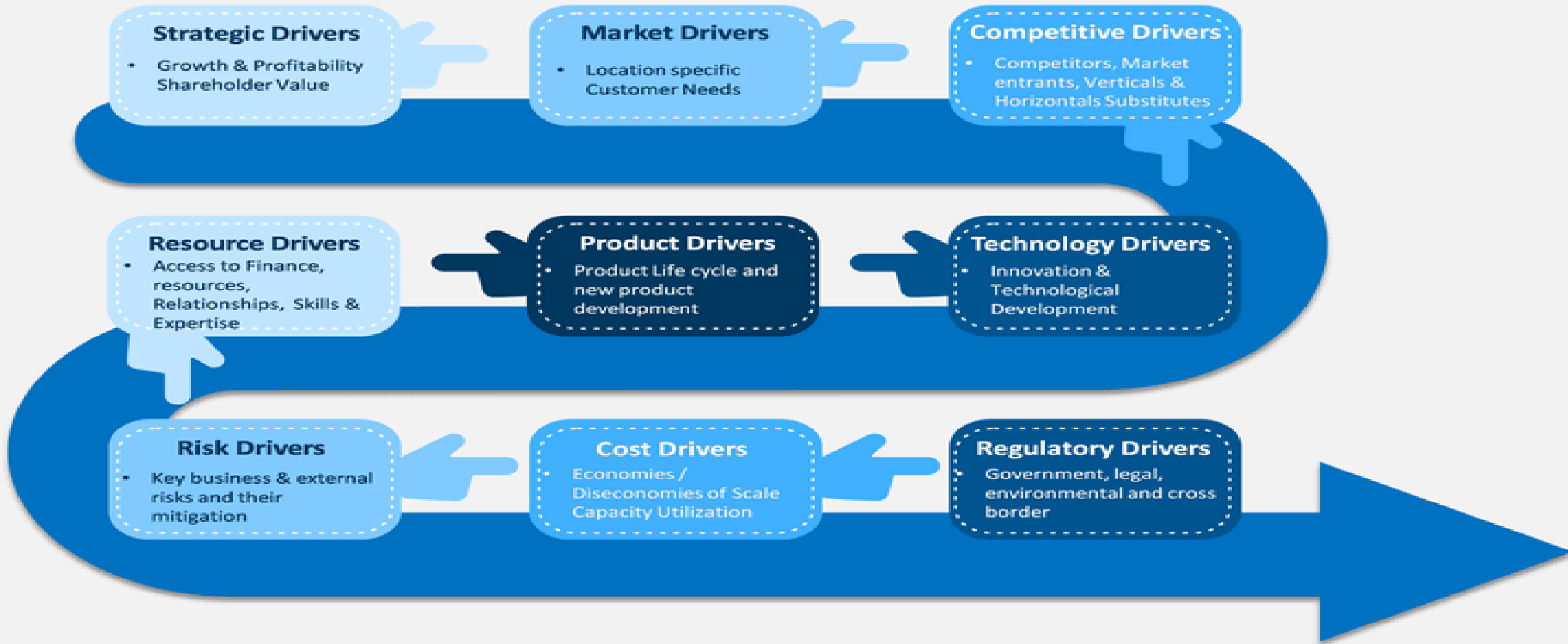
(Human capital valuables, Organisation capital structures, Leadership roles, Training and development, Internal communication, Information capital - Data systems, IT and Data flows)

**Social Responsibility initiatives**

( Community Perspectives)

# BUSINESS DRIVERS

## Business Drivers for Modelling

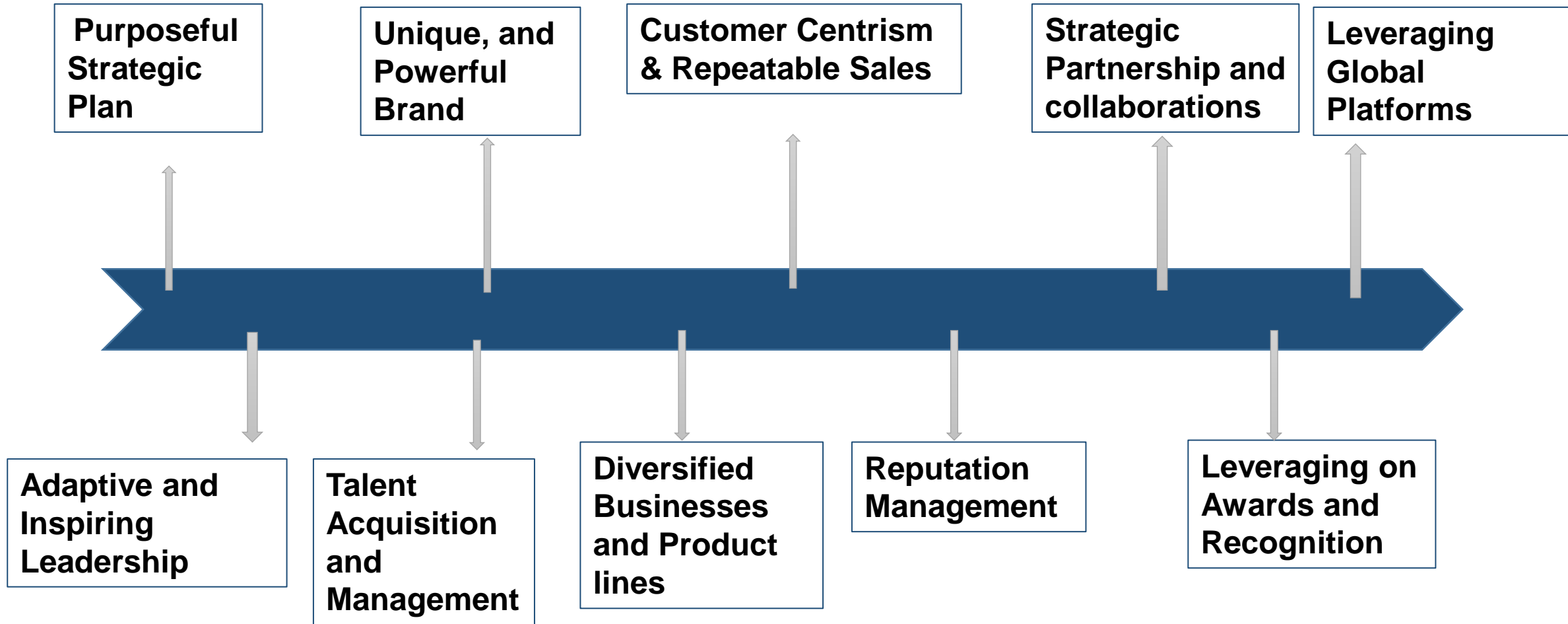


# Consider the following along growth path (Imperatives)

- Purposeful and deliberate plan
- Aligning strategic goals with plans
- Winning Mind set – Leadership Management
- Global Thinking.
- Innovation and Creativity(Systems & Product)
- Adaptive Leader/ Management
- Customer centristm
- Process improvements – Data, seamless
- Diversified Businesses and revenue
- Avoid concentration – single sector /customer
- Collaborations along functions
- Environmental Scanning – Regular
- Cash Flows – continuous Pipeline flows
- Feedback Mechanism



# Sustainable Growth Strategies



## Non-Organic Growth

Leverage other companies' assets through mergers, acquisitions or strategic alliances.

## Market Penetration

Sell more to existing customers, or targeting new "segments" with existing products.

## Cost Optimization

Reduce costs by streamlining operations and targeting inefficient uses of cash.

## Market Development

Sell existing products into new markets or entering new markets abroad.

## Revenue Optimization

Increase revenues through new pricing or business models on existing products.

## Product Improvements

Improve existing products and services that serve existing customers.



## New Product Development

Create new products and services to target existing customers or to enter new markets (diversification).





# End Notes

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In the current VUCA world, First line of defence for our business should be:

- **Protect Your Cash flow – It is the Reality.**  
( Note - Revenue is Vanity while Profit is Sanity.)
- **Invest in your Existing customers ( Internal & External)**  
– A bird in hand....
- **Don't stop Marketing - Don't Give Up.** - 75million/Year more citizen to join the global consumer class



THERE ARE ONLY TWO OPTIONS:

**MAKE** OR **MAKE**  
**PROGRESS** EXCUSES

To **survive, evolve and sustain** is the biggest question on every corporate panel draft list.

It requires a well thought out strategy and right plans to overcome the challenges and grab opportunities.

**Implement deliberate and Purposeful Growth strategy/plan**

**THE  
FINAL  
WORD**







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<h2>Education</h2>	<ul style="list-style-type: none"> <li>• MBA Financial Management</li> <li>• B.Sc. Agricultural Economics</li> </ul>
<h2>Memberships</h2>	<ul style="list-style-type: none"> <li>• Nigeria Institute of Management (NIM)</li> <li>• National Institute of Marketing of Nigeria (NIMN)</li> <li>• Institute of Credit Administration (ICA)</li> <li>• Chartered Institute of Marketing ( CIM – UK)</li> <li>• Certified Training Professional ( CTP ) - FAA Malaysia</li> </ul>
<h2>Experience</h2>	<ul style="list-style-type: none"> <li>• Faculty member of Rome Business School, Nigeria;</li> <li>• Seminar and workshop speaker on Business and Economic analysis</li> <li>• 2 decades of commercial and corporate banking experience spanning 4 different banks with AGM as last grade</li> <li>• 2 years at Executive Management (GM) level in Aviation sector</li> <li>• About 2 decades on Training / Human Capacity development in financial sector services and blue chip companies</li> <li>• 8 years consulting in Business Development Services</li> <li>• Associate/ External Consultant to Financial Institution Training Centre (FITC) in Nigeria and Certified Training Professional ( CTP) with Malaysia based Financial Accreditation Agency (FAA)</li> <li>• A Bank Examiner with The Chartered Institute Of Bankers of Nigeria (<b>CIBN</b>) on Relationship Management .</li> </ul>
<h2>Skills</h2>	<p><b>Leadership &amp; Team Management, Relationship Building &amp; Networking, Business Development, Business Strategies &amp; Goals, Detail Orientation.</b></p>



**Thank You For Listening**