



CERTIFIED BUSINESS MANAGEMENT EXPERT

**CERTIFIED BUSINESS MANAGEMENT EXPERT (CBME)**

**STUDY GUIDE**

Sponsored by:



**Business Training Institute**

## **TABLE OF CONTENTS:**

This study guide has been created for individuals who are studying for the Certified Business Management Expert (CBME) Certification Program. Please use this guide to assist in preparation for your examination.

The contents of this study guide are as follows:

- I.** An Overview of the Business Training Institute
- II.** Certified Business Management Expert (CBME) Program Details and Timeline
- III.** Required Readings
- IV.** Certified Business Management Expert (CBME) Exam Preparation
  - a. Exam Composition
  - b. Terms and Concepts to know
  - c. Sample Questions
- V.** Book Summaries
- VI.** CBME Strategic Project Instructions
- VII.** Frequently Asked Questions

## **I. BUSINESS TRAINING:**

**The Business Training Institute** is the leading online program for specialized niche business certification programs. The team behind the Business Training Institute is comprised of industry experts in niches including online marketing, project management, public relations, consulting, and many more.

This experience, combined with our advisory board's expertise in online education and training, is what makes it possible to provide the training and certification programs found on our website.

The Business Training Institute is part of the G.T.C. Institute, a global training and certification organization that has provided practical industry-specific certification to over 15,000 clients from the United States, Europe, and more than 30 other countries around the world.

We provide high value training programs that provide function knowledge on very specific business topics such as public relations, online marketing, project management, international business, and consulting.

**The Business Training Institute's Mission:** To provide professionals with high impact business training and certifications in niche subject areas that are functional and immediately beneficial.

**The Business Training Institute** helps you to:

- Quickly gain specialized knowledge in highly valuable business niches.
- Enhance your credibility, resume, and overall value in the marketplace.
- Complete our training programs in 5 months from anywhere in the world.

Our programs accept participants year-round and are flexible to work with your current work schedule and academic constraints. You can complete one of our programs in 2 months or 2 years; the choice is yours.

**MASTER'S CERTIFICATE PROGRAMS:** The G.T.C. Institute, LLC is proud to offer several advanced Master's Certificates that require the completion of five programs from the Business Training Institute platform.

To learn more about these Master's Certificates and how to earn one, please see our website:  
[BusinessTraining.com/Masters-Certificate/](http://BusinessTraining.com/Masters-Certificate/)

## **II. CBME DETAILS AND TIMELINE:**

### **PROGRAM DETAILS:**

The **Certified Business Management Expert (CBME)** certification program is unique in that it is modeled after many online courses offered at Ivy League institutions today, offering more value for a more cost-effective program. The CBME Program is a self-study program that includes educational multimedia resources in video form, a study guide, required readings, and a flexible online examination process, accessible around the world.

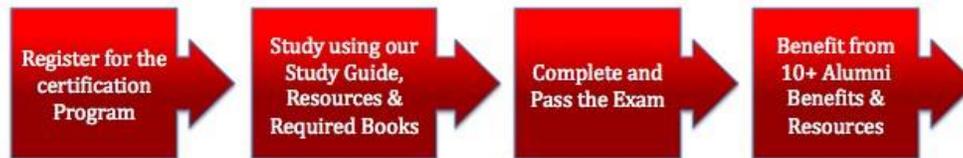
The online exam is structured so that to complete the exam within the 2-hour time frame one must read through all of the assigned materials and conceptually understand the majority of the material to score well enough to pass the exam.

Our goal is to offer the most challenging program in the industry while also providing all the learning tools possible to ensure participants get the most out of the experience. By testing the knowledge depth and comprehension from the materials digested, the CBME certification prepares individuals for successful, real-world application.

The Certified Business Management Expert (CBME) program is sponsored by the GTC Institute and offered by the Business Training Institute. This certification program is designed to show and certify that you have gained an in-depth understanding and high-level, specialized knowledge.

In addition to the benefits of gained knowledge, growing industry recognition, more knowledgeable career choices, and networking, our organization is also developing additional resources for CBME Participants. This includes video and MP3 recordings on Q&A or strategies and tactics, webinars, access to interviews with internet marketing professionals who have more than 10 years of experience in the industry, among many more benefits.

#### 4 STEP CERTIFICATION PROCESS



#### TIMELINE & EXAMINATION DATES:

Programs are offered through open enrollment, making our programs 100% flexible with your current work or academic schedule. After joining you may select an examination date that works well for you. All exams are offered monthly on the first Wednesday of the new month.

The Business Training Institute exams are administered 100% online. When you have completed the strategic project (outlined later in this study guide), please follow the project submission instructions. Once you have submitted your completed project, you are welcome to schedule your exam date.

**Please note that your exam date request must be received at least 2 weeks before the exam date.** For example, if you would like to sit for the January 4<sup>th</sup> exam, we would need to receive your request no later than December 21<sup>st</sup>.

#### To register for an examination date:

- 1.) Email your completed CBME project (*explained in detail in this study guide*).
- 2.) Include your desired exam date in the email with your completed project.

#### LEARNING OBJECTIVES OF THE CBME:

1. Business management and leadership best practices to help with hiring, firing, and providing effective leadership in managing a team of professionals
2. A high level understanding of marketing, sales, and positioning to allow participants to manage and help make decisions which impact each of these areas.
3. A understanding of project management and how to leverage the resources of a team to complete business projects more efficiency
4. An overview of product and sales funnels, product line management and expansion, and strategic product portfolio management for small and mid-sized businesses
5. Mastery of a several management tools, systems, and methods to help participants move past day-to-day challenges and keep the big picture in mind while leading their business departments, teams, and organizations to success

### **BENEFITS OF THE CBME:**

- Tools, methods, models, cheat sheets, and best practices that you can take away and start using today
- How to effectively manage a small to medium sized team to produce strong tangible results
- How to combine ethics, leadership, and project management best practices to get more done
- Why if you try to simply emulate what you see others doing on the surface you will almost certainly fail
- How to position yourself so that your team, company, and end-clients respect you and your firm's abilities and knowledge
- How to use refined models, processes and formulas to successfully manage diverse projects across business units, employees, or companies
- Best practices, cheat sheets, processes and guides to use while serving as a business manager - tools that you can take away and by themselves will help you become a better business manager
- Why traditional business management programs spend 80% of their efforts on areas which are not of the highest importance to most businesses today
- How you can quickly take best practices and strategies taught within this course and immediately apply them to challenges your company is now facing

### **III. REQUIRED READINGS:**

1. **Mastering the Rockefeller Habits** by Verne Harnish ISBN#1590790154
2. **Good to Great** by Jim Collins ISBN#0066620996

#### IV. CBME EXAM PREPARATION

##### 1. EXAM COMPOSITION:

There is a total of 100 points available to earn for the exam, 80 of which can be earned from the multiple choice or true/ false questions that are worth 1 point each, and 20 of which can be earned from 2 short answer questions that are worth 10 points each. Please see below for the composition and distribution of the points in-depth.

<b><u>Topics and Weights</u></b>	
<i>Good to Great</i>	25 Multiple Choice Questions
<i>Mastering the Rockefeller Habits</i>	35 Multiple Choice Questions
Business Training.com Video Modules	20 Multiple Choice Questions
Conceptual Ideas & Best Practices	2 Essays

You will have 2 hours to complete the exam. Those who have not made the effort to read the materials will have a hard time completing the exam within the allotted time, but for participants who have read the required readings 2 hours will be sufficient. **Please note that to schedule your exam date, your request must be received at least 3 weeks before the exam date.**

##### 2. TERMS AND CONCEPTS TO KNOW:

Below, please find the terms and concepts that you should be able to define after having read the required readings. Please define the terms from the required readings and videos rather than a dictionary. You will be tested on the definitions that authors have provided.

- Fly Wheel
- Hedgehog Concept
- Technology Accelerator
- Chokepoint
- Stop Doing List
- Doom Loop
- BHAGs
- Critical Numbers
- Brand Promise
- Bottleneck
- Work Process Charts
- Almost Matrix
- Topgrading
- Right Things Model
- P & L
- Planning Pyramid
- Key Thrusts
- Core Values
- S.W.O.T.
- Storytelling
- Internal Newsletter
- Multiple Intelligences
- Business Hassles
- Daily Meeting Structure
- Brutal Facts
- Stockdale Paradox
- Good is the Enemy of Great
- First Who Then What Philosophy
- Autopsies Without Blame
- Economic Denominator

- Business Rhythm
- Rocks
- "X" Factor
- Firsthand Data
- Accountability
- Level 5 Leadership
- Quarterly Themes
- 3 Circles Strategy
- Copywriting
- Management Accountability Plan (MAP)
- Smart Numbers

### 3. SAMPLE QUESTIONS: (ANSWERS ON NEXT PAGE)

1) A S.W.O.T. Analysis allows you to communicate your core values and top priorities in a way that appeals to multiple intelligence types.

- A) True
- B) False

2) Business hassles need to be ignored or they will consume all your energy and stop you from being able to spend any time on your top opportunities within your business.

- A) True
- B) False

3) When Jim Collins says that "good is the enemy of great" he means that:

- A) He meant that the press often criticizes those businesses which become great so most businesses stick to just being good within their niche.
- B) If you plan on doing a good job you will often do a poor job so you need to plan to be great to be "good" at offering your product or service.
- C) Most organizations and people stop at good because that is enough; there is not much pressure many times to become truly great so many never reach that level.
- D) He is referring to how good companies often beat out companies who are great.

4) Firsthand data as referred to within Verne Harnish's book, "Mastering the Rockefeller Habits" refers to that data which:

- A) Comes directly from your web analytics or IT department
- B) Comes directly from your frontline employees who deal with customers all day long
- C) Comes from your competitors and your analysis of their actions and investments
- D) Comes from the first-hand research of experts like the Gazelles team

5) The first who and then what philosophy discussed by Jim Collins in "Good to Great" drives home the point that most "great" companies within his study worried more about getting the right people on the team first and then worried more about where that team was headed instead of the other way around. They worried about "the who" first instead of "the what" first.

- A) True
- B) False

6) The "Doom loop" that Jim Collins refers to within "Good to Great" is about:

- A) How many companies spread themselves too thin, ignore their Hedgehog strategy, and forget about why they started the business in the first place.
- B) How many companies worry about the pebbles before the "big rocks" and don't have time to take care of important long-term strategic issues.
- C) How many companies follow Verne Harnish's daily rhythm meetings too closely and getting into meeting mode, leading to little work accomplished day-today and lose of market share within their market niche.
- D) How many companies can enter a downward spiral of negative reinforcements, little valuable feedback, and poor moral. This is the opposite of the fly wheel effect.

7) The Stockdale Paradox as referred to within Jim Collins book, "Good to Great" emphasizes that many companies who went from good to great were able to never give up hope of reaching their long-term BHAGs yet faced the brutal facts in front of them and took the sometimes painful actions needed to confront those facts.

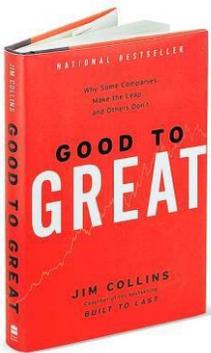
- A) True
- B) False

**Answers:**

- 1) B
- 2) B
- 3) C
- 4) B
- 5) A
- 6) D
- 7) A

## V. BOOK SUMMARIES:

### Good to Great by Jim Collins



Good to Great by Jim Collins was selected because it combines practical insights, real world manager interviews, and the most thorough research process approach to any business management book ever written. Put together over a series of 5 years this book has become a must read for business managers around the world in every industry. If you have not yet read this book you will surely learn a lot, and if already have read this book that is great because there is always another level of deeper understanding and insight.

#### Chapter 1: Good is the Enemy of Great

This chapter revolves around the idea that most people and social expectations are around the concept of "good" and not "great" and that is why nothing much becomes truly great. There is no strong push or burning desire to be great if you are already good because there are always other areas to improve or very little motivation to further improve once you are already near the top.

This chapter introduces why this book was written and how to write the book Collins and his team identified companies that made the leap from good to great and over-performed for at least a period of 15 consecutive years. Many of these organizations were mediocre or worse before becoming great and this book was written to dig into how they made the right changes to become well ran successful businesses.

It was found early on that the companies who became great did not have celebrity leaders, launch parties, extension mergers & acquisitions, positions in great industries, training on change management, out-sized or under-sized executive compensation, or overly developed business strategies. What was found in common was Level 5 Leadership, First Who...Then What, Confront the Brutal Facts (Yet Never Lose Faith), The Hedgehog Concept (Simplicity within the Three Circles), A Culture of Discipline, Technology Accelerators, The Flywheel and the Doom Loop, and From Good to Great to Built to Last.

#### Chapter 2: Level 5 Leadership

Level 5 Leadership is a term used by Collins and his team of researchers to describe a unique style of leadership that seem to be displayed in most if not all "great" companies selected for this study. As Collins states, "Level 5 leaders channel their ego needs away from themselves and into the larger goal of building a great company. It's not that Level 5 leaders have no ego or self-interest. Indeed, they are incredibly ambitious-but their ambition is first and foremost for the institution, not themselves."

Within this chapter Collins talks about a pyramid of leadership levels which include:

- Level 1: Highly Capable Individual: Someone who makes productive contributions through talent, knowledge, skills, and good work habits.
- Level 2: Contributing Team Member: Contributes individual capabilities to the achievement of group objectives and works effectively with others in group setting.

- Level 3: Competent Manager: Organizes people and resources toward the effective and efficient pursuit of determined objectives.
- Level 4: Effective Leader: Catalyzes commitment to and vigorous pursuit of a clear and compelling vision, stimulating higher performance standards.
- Level 5: Executive: Builds enduring greatness through a paradoxical blend of personal humility and professional will.

Overall Level 5 leaders are humble, modest, and determined to see the company become very successful over the long-term instead of having a sole focus on their own reputation. These types of leaders take responsibility when things go wrong and then point to others when things go right, this is counter-intuitive to how most lead. They will setup their successors for success while non-Level 5 leaders want the next leader to fail or perform with mediocre results.

### Chapter 3: First Who...Then What

This chapter is about how critically important it is to get the right people on your team. Having a great team is common sense, what is not is that Collins recommends worrying primarily about building the right team before worrying about where the company is headed next. Once the right team is assembled great ideas about strategy and direction will emerge but with the wrong team in place you can't go anywhere. Typically, business is done in a first what and then who fashion, it makes sense that you want to choose a target for the business and then hire experts who can help you get there, but that is not typically how "great" companies within this study went about hiring.

Other take away lessons from this chapter:

- People are not a company's greatest asset, the *right* people are
- It is best to have people stay for a very long time or very short time, this is more efficient.
- A balance of honest lively discussion who fight for the best ideas yet in the end unify behind what is decided is critical
- Running a company based on the 1,000 helpers working behind the genius is not sustainable long-term
- When in doubt, don't hire. Wait for the right person to appear to join your team.
- When you know that you need to make a people change act.
- Put your best people on your biggest opportunities, not your biggest problems
- Layoffs and restructuring were not how great companies were able to outperform
- Character traits and innate abilities have more to do with someone being "right" for the team than anything else
- High levels of compensation were not tied to high levels of team performance within this study

### Chapter 4: Confront the Brutal Facts

This chapter is about how the "great" companies within this study typically faced the reality that they were operating in and made the hard to make changes necessary to compete in the future. These were not always popular or easy changes but they were needed to succeed long-term.

One key message within this chapter is that you can have a lofty vision or goal that may not seem entirely realistic given the current circumstances but your path to reaching that goal must be based.

Collins recommending creating a climate in your business so that truth is heard, this involves leading with questions instead of answers, engaging in dialogue and debate instead of coercion, conducting autopsies without blame, and building red flag mechanisms. Charisma can be as much as a liability as an asset as a strong personality can stop others from bringing you the facts.

It is within this chapter that Collins discusses the Stockdale Paradox summed up by this quote, "You must never confuse the faith that you will prevail in the end - which you can never afford to lose - with the discipline to confront the most brutal facts of your current reality, whatever they might be."

Don't waste time trying to motivate people, just get the right people in place and make sure you don't de-motivate them by ignoring the brutal facts.

### Chapter 5: The Hedgehog Concept

The Hedgehog Concept is something that comes from the intersection of three areas of consideration:

1. What you can be the best in the world at
2. What drives your economic engine?
3. What are you deeply passionate about

You must know what you realistically can be the best at, not what you hope to be the best at. This tool is valuable because consistent decisions can be made by coming up with your own three circles strategy or hedgehog concept.

Other concepts from this chapter:

1. Know both what you can and cannot be the best at equally
2. Goals should be based on understanding, not what looks sexy or sounds big
3. You do not need to be crafty and quick, sticking to your knitting and your one big idea over the long-term is what will make the difference
4. You do not need to spend more time strategic planning than your competitors and you do not need to be in a high growth industry to do very well.

### Chapter 6: A Culture of Discipline

"Great" companies could build a culture where team members took consistent daily action towards the three circles for their company. Successfully putting this in place requires:

1. Building a culture around the idea of freedom and responsibility, within a framework.
2. Fill that culture with self-disciplined people who are willing to go to extreme lengths to fulfill their responsibilities. They will "rinse their cottage cheese."
3. Don't confuse a culture of discipline with a tyrannical disciplinarian

4. Adhere with great consistency to the Hedgehog Concept, exercising an almost religious focus on the intersection of the three circles. Also, create a stop-doing list and abide by that as well.

If you hire self-disciplined people who don't need to be managed, then you can manage the system instead of the people. As mentioned early you know that you have made a mistake in hiring the minute you need to "manage" someone.

Part of being disciplined is saying, "anything that does not fit our Hedgehog concept, we will not do." We will not launch unrelated joint ventures, if it does not fit we do not do it. Period.

### Chapter 7: Technology Accelerators

The central point of this chapter is that when used right, technology becomes an accelerator of momentum, but not a creator of it. The technologies that are relevant are those which are a 100% fit with your Hedgehog or 3 Circles Strategy. If it does fit your Hedgehog concept, then you need to become a pioneer in using and applying that technology.

Most good to great managers that were interviewed did not mention technology as one of the top 5 factors of their success and those that did mentioned it 4th or 5th on the list. Technology alone does not allow a company to be successful or not, it is a side not or simple accelerator of a train already moving in the right direction.

### Chapter 8: The Flywheel and the Doom Loop

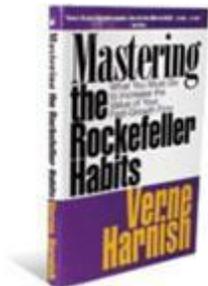
A business just like a flywheel often takes great energy to get moving at 1MPH and then 2MPH, but as it picks up speed the weight of the object carries itself forward another and another rotation until it has great momentum. With every business, there is a process of build up and breakthrough and it can take an enormous amount of energy to make it past the point of breaking through to success. The great companies within this study had long-term goals and visions and were not just managing to meet quarterly profitability goals.

The Doom Loop was a pattern found in comparison companies within this study. It is a downward spiral series of events which removes motivation, stops momentum, and accounts for lost of leadership or talent within the team.

It was found that "great" companies had a much higher acquisition success rate because they acquired other companies after defining their Hedgehog concept and after getting their flywheel moving forward quickly.

Good-to-great transformations can look like revolutionary events to outsiders but often feel like organic, brick-by-brick, day-by-day changes on the inside. There typically was no single action, breakthrough idea, or single event that transformed the company in a flash.

## Mastering the Rockefeller Habits by Verne Harnish



I was first recommended "Mastering the Rockefeller Habits" at a CEO and business management conference with Eben Pagan after asking him for the single most valuable resource that helped build his business from \$1M to good over \$30M a year in business. Since then I have read this book five times and applied the concepts from the text many times to my own business management practices. This combined with the 100+ CEO testimonials in the front of the book are what makes me confident that you as well will find this book valuable in your current or future management positions.

The Buckminster Fuller quote within the introduction of this book sums up why it is so valuable, "If you want to teach people a new way of thinking, don't bother trying to teach them. Instead, give them a tool, the use of which will lead to new ways of thinking."

Since this book comes with its own "book review" within the beginning section of the book called "Overview" (on page xxi) I will keep the following book summary brief.

### Chapter 1: Mastering Growth

This chapter talks about the importance and value in delegating to others and how your own potential to grow your business department or small business will often be limited by the degree to which you can effectively delegate. As business becomes more complex the need for further delegation as well as systems and structures come into place. Studies have shown that increasing a product line from just 1 to 2 products or 3 to 4 products is an exponential increase in complexities around pricing, billing, customer service, website construction, communication, etc.

This chapter also discusses topics covered more completely in future chapters including the importance of vital data and key figures as well as having your top 5 priorities and a rhythm of consistent meetings and accountability within your team.

### Chapter 2: The Right People Doing the Right Things Right

This chapter provides a decision-making framework that allows you to build value consistently within your small business or business department. This chapter is focused around the questions of whether you have the right people, are you doing the right things, and whether you are doing those things, right?

There is a great example in this chapter about the Container Store and how they over pay and over train their employees and rewarded with lower turnover and higher sales per person within their stores.

This chapter also covers some hiring and interviewing best practices where Bradford Smart's recent book on this subject, "Top grading" is recommended. If you are going to read one book on recruiting and hiring that would be a good choice. This chapter recommends managing systems instead of people while stilling showing leadership and enforcing accountability on a daily, weekly, and monthly basis.

Finally, this chapter also talks about three Rockefeller Habits:

1. Priorities

2. Data
3. Rhythm

While managing your team, you may want to use this worksheet put together by Verne Harnish to help you in assigning and keeping track of internal responsibilities:

[http://www.gazelles.com/pg5\\_execution.docx](http://www.gazelles.com/pg5_execution.docx)

### Chapter 3: Mastering a One-Page Strategic Plan

Creating and updating a single page plan can help you get your large or growing team quickly on the same page so everyone is talking the same language and working towards the same priorities. This single page should encompass your strategy, vision, mission, and action items.

To download the One Page Strategic Plan Template please see this page: [http://mygazelles.com/one-page\\_new.html](http://mygazelles.com/one-page_new.html)

Here is an example of a completed One Page Strategic Plan:

[http://www.aboutus.org/Special/image/full/Greenling\\_One-Page\\_Plan\\_2009.pdf](http://www.aboutus.org/Special/image/full/Greenling_One-Page_Plan_2009.pdf)

### Chapter 4: Mastering the Use of Core Values

Verne Harnish recommends having few rules, repeating yourself a lot, and acting in ways that are consistent with the rules as the way to establish your core values. Evidence shows that a strong united culture leads to out-performance and better loyalty within your team.

Having strong core values can make your job easier and reduce the need for additional policies and rules. Example core values from Gazelles are:

1. Practice What We Preach
2. Ecstatic Customers
3. 1st Class for Less
4. Honor Intellectual Capitalists
5. Everyone an Entrepreneur
6. Never, Ever, Ever Give Up

Story telling is a great way to explain your core values and principles. It can help to put all of this in place if you have a quarterly or monthly theme related to sales, rocket ship launching, or something else. This will keep everything fresh in everyone's minds.

### Chapter 5: Mastering Organizational Alignment and Focus

If you have too many priorities you have no priorities, you must say no to some things to say yes to the most important. It is important to have a Management Accountability Plan (MAP) that aligns specific activities with your top priorities. One step in this process is making sure you have a crystal clear top 5 priorities and top 1 in five priorities.

Some examples of Top 1 of 5 priorities could be related to these problems:

1. Simply not being big enough to compete - need to merge with a larger firm
2. Lacking a key player-until this position is filled, a lot of other efforts are wasted
3. Economic engine is broken-there is simply no way to make money given the way we are doing business
4. Someone else is controlling our Destiny-We've lost control of a key component of our business to a competitor
5. We need \$200-million war chest to get to a competitive scale
6. Can't raise money until we get back on a growth path
7. Must scale back rapidly to reach the break-even point and take another run at it

### Chapter 6: Mastering the Quarterly Theme

Priorities, core values, and objectives can be easily ignored or forgotten, but by adding a theme to them they become more memorable. Having a theme for a month, quarter, or year can set the mood for the company. It is important to use critical numbers and your priorities when you establish a theme and try to measure success.

One example theme was a rocket ship theme which had three stages, each of which was rewarded with a sales bonus for the team. In your company, it could be three stages of launching two new products and getting a total of 1,000 new participants within those new programs as the third stage. It is important to reward your team with dinners, trips, bonuses, etc. when goals are meant and surpassed so track progress carefully and make sure one person is responsible for tracking this progress.

### Chapter 7: Mastering Employee Feedback

Recurring employee and customer hassles cost your employees 40 percent of their time, and costs your business a lot of money. Constructing a system where feedback from both customers and employers is gathered and reacted to is critical to management success. If you want to gather accurate data you have to be encouraging and response even if the news isn't pretty. If you never respond to feedback both your customers and employees will no longer provide it at some point.

Check your hassles for relevancy, specificity, and making sure you are handling the root of an issue. When a hassle is identified focus on the process (the "what") and not the people (the "who"), involve all of those affected and never backstab.

To effectively respond to hassles have daily and weekly measures, critical numbers to track, smart numbers which summarize, accountability and measurements, and create high visibility of issues being solved. It is also smart to try to predict the future direction of the business and to utilize a situation room if possible which focuses everyone on your core values, priorities, and current theme.

### Chapter 8: Mastering the Daily and Weekly Executive Meeting

It is critical that your business develops a rhythm that keeps it on track, accountable, action-oriented, and productive. Your organization should have daily, weekly, monthly, quarterly, and annual meetings to keep everything on track.

The faster your company is growing the more frequently you need to meet to check in on progress and move past challenges that team members are facing. Meetings should be short, punchy, have a time limit,

structure, and an agenda. If you are overwhelmed by the level of work you need to complete you need to be having more meetings, not less.

### Chapter 9: Mastering the Brand Promise

This chapter is about focusing on what matters to your customers, and what keeps them coming to your year after year. There are certain key factors that probably set you apart from your competition, you need to identify these and your overall brand promise and strengthen that over time.

Make sure you have a Big Hairy Audacious Goal (BHAG) that is competitive and measurable to serve as a starting point. Define your sandbox, where your company will play over the next 3-5 years and then think about the customer needs related to that sandbox which you have defined.

What does your customer want that it cannot get from your competitors? Accomplishing your brand promise should cause some stress in your organization, if it was easy to accomplish anyone would be completing that promise to their customers.

Now identify a bottleneck related to your brand promise. What can you obtain, control, purchase, or do to control that bottleneck or own it?

Here is a worksheet that will help you incorporate many of the ideas in this book including "Brand Promise" into your operations.

### Conclusion

This is the most valuable business management book in print, read it a few times and try to internalize these management habits so you can use them daily in your work.

Another great tool straight from Harnish's website is the Rockefeller Habits Checklist which may be found here: [http://www.gazelles.com/pg4\\_execution.docx](http://www.gazelles.com/pg4_execution.docx)

## **VI. CERTIFIED BUSINESS MANAGEMENT EXPERT (CBME) STRATEGIC PLAN:**

The **Certified Business Management Expert (CBME)** Program requires participants to complete a Strategic Business Management Plan to graduate from the program.

This plan is worth 100 points and accounts for 50% of the total grade within the program. As such, non-submission of this strategic plan will result in an automatic failing grade for the CBME program.

**Once you have completed this project**, please send it and your request to take your desired exam date at least 3 weeks before the scheduled exam date. **To schedule yourself for an exam date**, this project must be received, completed, at least 3 weeks before the exam date. For example, to take the October 10<sup>th</sup> exam date, this project must be received (as well as a request to take the exam) no later than September 19<sup>th</sup>.

### **INSTRUCTIONS:**

This strategic project is going to attempt to directly apply what you have been learning within this program to your current business management position and career.

**Part A)** For the strategic project for this program please completes the One Page Strategic Plan for your current or desired employer. If the company has over \$100M in revenue, please choose a single division or business unit within their overall business to simplify this exercise.

If you are not currently employed you may choose a publicly traded corporation such as E-Trade, GM, or Google to create a one pager for by accessing publicly available annual reports and their public website.

Worksheet: To complete this strategic project you will need to use the Gazelles One Page Strategic Plan Worksheet found here: [http://mygazelles.com/one-page\\_new.html](http://mygazelles.com/one-page_new.html)

**Part B)** Use Jim Collin's Hedgehog Concept to determine the three circles and their intersection for both your own career and your current or potential employer. The result should be two separate discussions of where your personal and the company's 3 circles intersect and how that can help you make higher quality decisions in the future.

## **VII. FAQ (FREQUENTLY ASKED QUESTIONS):**

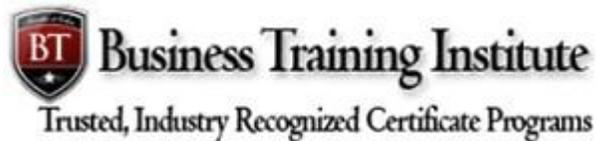
### **Have more questions or need more information?**

Please see our consistently updated FAQ (Frequently Asked Questions) section on the Business Training Institute website here at <http://BusinessTraining.com/FAQ/>

You can also get in touch with the Business Training Institute team through email at Team@BusinessTraining.com, by phone and through our Click And Chat tool, accessible from our homepage: <http://BusinessTraining.com>.

Thanks for joining the Business Training Institute! Please let us know if you have any questions.

**-The Business Training Institute Team & G.T.C. Institute**



### **The Business Training Institute**

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