

WIN in BUSINESS

**20 keys
to catapult
you towards
your vision**

Peter Irvine
Co-Founder, Gloria Jean's Coffees

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Endorsements

Peter Irvine is a remarkable business person with many years experience in all levels of business including CEO. Win In Business provides practical business advice with examples from every day experience. You will be challenged and inspired to go for it.

John C. Maxwell,
New York Times Best Selling Author

"I had the pleasure of working closely with Peter for many years in the late 1970s when he was intimately involved with the McDonald's business as a senior executive at DDB Needham, the advertising agency servicing McDonald's where I was a senior executive in the initial years of my own career. In those days, the challenge of establishing the McDonald's brand essence was still a very big one and Peter was a key part of the team that worked so effectively to achieve the initial base of success that is so clearly reflected in the McDonald's brand today in Australia, some 30 years later.

Peter always stood out as a real team player – never overly assertive, but his methods resulted in very effective progress in his own quiet, but steely determined manner. The things that stood out to me in those days were his very high work ethic, combining working very hard with the ability to effectively communicate to all and sundry. He revealed a true sense of care and concern for people in all that he did and this resulted in a deep respect for his views and input to the direction of the McDonald's business in those early days in Australia.

He later went on to put all that experience to good work as one of the key executive team that very successfully developed the Gloria Jean's Coffees organisation in Australia. For me, it was a pleasure to see him leading from the front in that role and putting the experiences of our time together to such effective use in developing his own career path in the Gloria Jean's Coffees world. Obviously, he did that very successfully.

Peter is a true example of the 'quiet achiever', who has been able to let his results do the talking, while at the same time delivering a genuine

concern and respect for all those who he had to deal with. I am sure this has been a core basis for his success in business."

Bob Mansfield,

former CEO and Chairman of McDonald's Australia.

"It was my privilege to get to know Peter over 13 years ago and since then we have had occasions to work closely together. One particular time was when I chaired the board of Quest Australia and he was an active and integral fellow board member. I soon appreciated the wealth of his very hands-on experience that he brought to the table. Peter's input was obviously based on years of working at the 'coal face' of business where he was able to distinguish between what really works against what is more theoretical, which frequently looks good in text books but lacks real impact and effectiveness.

I know Peter will offer tremendous input and ideas in his book that will assist the reader in achieving effective plans for their own organisations and companies, be it in the profit or not-for-profit sectors."

Peter F. S. King,

Immediate past Chairman of World Vision Australia, past Chief Executive Officer of John Fairfax Group, Ex Chairman of Opportunity International, and Board Member of World Vision International.

"Two things I know about Peter Irvine as a result of my 25 years of contact with him in the meeting rooms of DDB Needham Advertising and on the squash court – he's a fierce competitor, which he hides behind a placid easy-going exterior; and he's a very thoughtful individual who makes his own way regardless of popularist or trendy chatter.

Knowing those two things about Peter will make his book compelling reading for me."

Peter Ritchie,

Founding Director of McDonald's Australia.

"The message I received from Peter Irvine when I first met him was: Never live in other people's mindsets. I considered that advice and reflected upon my own career and those around me and made some changes. To my great surprise, I have learnt that Peter was right. Too often we can

be influenced by others and not have the resolve to achieve what we want or need. Living in the mindsets of others who perhaps are negative or sowing bad seeds into your mind and affecting your confidence can have a direct impact upon what you do and what you achieve. Peter has shown throughout his distinguished career that having a clear focus and an attitude of positive persistence can lead to remarkable things for you and those around you. Mix these competencies with ethical behaviour and a willingness to help others and you begin to understand some of Peter Irvine's core principles... and then understand why he has been so successful.

Someone once said, 'Always listen to a wise man.' Peter Irvine is such a man!"

Richard Evans,

Executive Director Australian Retailers Association and past CEO of Franchise Council Of Australia.

"Peter Irvine met with me regularly during my time working for another company and then starting my own business. He was able to encourage me and provide ideas on how to work with a difficult boss and still be able to exceed targets and build a sales team around the country. I was encouraged to go for it, and eventually the decision was made to resign and start my own business. The advice regarding setting up a warehouse and just the 'nuggets of gold' of business information, direction, encouragement and challenge has catapulted my business significantly forward."

Trent Fitzgibbins,

Director, Jetblack Products Pty Ltd

"In my life I have been fortunate to have been involved with many people who claim to be 'successful'. Peter's success in business and life is a glowing example of what true success is about. Humility, transparency and a genuine love for people are the hallmarks of Peter's life. Peter is not only successful, he is significant, leaving a legacy of how he has helped so many people around the world. This book is another example of Peter's contribution to all of us. Thanks, Peter, for being part of my life."

Tony Gattari,

Managing Director, Achievers Group Pty Ltd

"I actively sought out Peter Irvine in the hope he could provide me with any advice to help me start my business and steer it in the right direction for the future. I was overwhelmed and eternally grateful. Not only was Peter generous in giving up his time, he also showed a sincere interest and offered sound advice. He has been and still is an inspiration to me and my business, Flowers by Fruit."

Tania Haroulis,
Flowers By Fruit

"Peter has been a close friend and confidante for a period of 30 years... from the early days at DDB Needham Advertising, through the roll-out of Gloria Jean's Coffees in Australia, to the present day. His creative thinking, 'just-do-it' attitude, and the ability to communicate at all levels have stood by him handsomely, and his success is totally deserved. Yet through it all, he remains unassuming and unpretentious.

He is one of the most generous and compassionate men I have known. 'Giving' to others in terms of time, effort, resource and personal advice is one of his special gifts, and his willingness to share his expertise finds special expression in this book. I can recommend this book without reservation."

Dr Ernest F Crocker

BSc (Med) MBBS FRACP DDU, Consultant Physician In Nuclear
Medicine

Contents

Introduction.....	9
Chapter 1 Vision.....	17
Chapter 2 Manage Your Success.....	29
Chapter 3 Are You in a Comfort Zone?.....	35
Chapter 4 Challenges.....	41
Chapter 5 Stay on Course.....	49
Chapter 6 People.....	61
Chapter 7 Be You.....	75
Chapter 8 Marketing.....	85
Chapter 9 Keep Learning.....	97
Chapter 10 Finishing Strong.....	105
Chapter 11 Stop and Change When Necessary.....	115
Chapter 12 In Travelling Through Life, Travel Light.....	121
Chapter 13 Mindsets.....	129
Chapter 14 Negativity.....	139
Chapter 15 Honesty and Integrity.....	149
Chapter 16 Family.....	155
Chapter 17 Partnerships.....	165
Chapter 18 Get a Coach.....	175
Chapter 19 Support Your Community.....	183
Chapter 20 Franchising.....	191
To Be Continued.....	205
Support for Great Community Causes.....	209
Acknowledgements.....	213
Recommended Books.....	217
About the Author.....	219
Contact Details & Peter Irvine's Services.....	221

Introduction

I have had the privilege of working closely with two very successful brands, certainly in Australia: McDonald's and Gloria Jean's Coffees. There have been other businesses and brands I have been involved with along the way, but these are the most well-known. Both have seen remarkable success.

I was part of the team at DDB Needham Advertising that launched McDonald's in Australia in the 1970s. Today there are 745 McDonald's restaurants in Australia. In the 1990s our advertising agency developed the 'MacTime' concept which has become synonymous with any meal time, whether breakfast, morning tea, lunch or supper.

The other brand—Gloria Jean's Coffees—has been lauded as Australia's fastest growing franchise. It has won the Franchise Council of Australia's 2005 'Franchisor of the Year' award, 2006 'National Retailer of the Year' award, 2006 American Express 'Franchise of the Year' award, and 2006 'Emerging Exporter of the Year' award. We started the business in Australia in 1996 with plans to introduce 25 stores in ten years. Today we have over 500 stores in Australia. In 2008 alone our stores in Australia served well over 50 million cups of coffee.

In 2005 we purchased the international brand name for all countries, as well as supply rights for all countries (except the USA and Puerto Rico). This meant inheriting 15 countries. We now have over 900 stores across 35 countries. These include Indonesia, Ireland, Japan, Jordan, Kazakhstan, Kuwait, Malaysia, Mexico, New Zealand, Philippines, Romania, Saudi Arabia, Singapore, South Africa, South Korea, Thailand, Turkey, the United Arab Emirates, the United Kingdom, Vietnam, India, Germany, Pakistan and others.

My Story

I started work in February 1963 at age 14 years and ten months. I had left school with an 'Intermediate Certificate,' which is comparable to Year 9 in Australian schools today. Back then very few young people had parents who could afford to educate their children through Years 10 and 11 of high school, let alone through university. The job opportunities weren't as broad as they are today and so you needed to secure a junior position in a nominated industry.

I found myself in a job with a small advertising agency in Sydney that mainly handled print, newspaper and magazine work. At that time, television was still in its infancy for most advertising agencies. When I started I was grateful for the job. I worked extremely hard for little money, but my job was my future. I was a little young and naïve; it probably took me nine months to realise the company I was working for was an advertising agency. Up until that time I had thought that when you wanted a television commercial the television station would produce it, and that newspapers designed all their own advertisements. I soon realized how wrong I was!

Over the years I progressed through the ranks from dispatch to print production and onto media planning and buying. I eventually became National Media Manager (in charge of media for the agency) and then General Manager of DDB Needham Advertising in Sydney. During that time I spent many years working specifically on the McDonald's account. However, I enjoyed working with a large variety of clients over the years, such as S.C Johnson (a family company that that has been creating innovative cleaning products such as Windex, Ziploc, Pledge, Glade and Edge for over 100 years), The Wrigley Company (the company that produces some of the world's best-known chewing gum brands) and Hasbro (the company that manufactures toys, games, puzzles and much more). My last two years in advertising was as Managing Director of the agency. With a team of dedicated people we were able to build a phenomenal agency – successful, profitable and generating advertising that worked for our clients.

The Gloria Jean's Coffees Story

So what is Gloria Jean's Coffees? It is a specialist coffee concept for people on the go. We serve high quality hot and cold coffee drinks, beans and related merchandise in a friendly, convenient atmosphere. By using takeaway cups, self-serve condiments together with light, pre-prepared food items, we are able to serve our customers quickly. They can take advantage of casual seating areas or simply take their drinks away. The store decor is warm, modern, open and inviting, with stores mostly located in key access positions. The vast majority of our stores in Australia are individually franchised, providing a link through the franchisee with the local community.

I was introduced to Gloria Jean's Coffees in 1995. Sixteen years earlier, Gloria Jean's Coffees began as a single store near Chicago, Illinois (USA). In 1979 the Kvetko family was visiting a small gift shop that sold coffee beans and decided to buy the business. The lady's name was Gloria Jean Kvetko. Due to the increasing popularity of specialty coffees in the mid-1980s, Gloria Jean's Coffees began franchising stores in Chicago. That was the genesis of a global coffee brand.

My friend and later business partner, Nabi Saleh, came to me in 1995 with an idea. Nabi was a successful businessman who today has over 30 years experience in the tea and coffee industry. His passion for coffee began on the coffee plantations of Papua New Guinea where he worked for Australia New Guinea Holdings. In 1978 Nabi took over a medium-sized coffee company called ASCO, increasing its turnover from AUD\$250,000 (over USD\$213,000) to AUD\$15 million (almost USD\$13 million). He then went on to establish various coffee and tea family-owned companies.

It was in mid-1995 when Nabi and Angela Saleh approached Sue and me about the opportunity to bring the US-based Gloria Jean's Coffees franchise to Australia. So Nabi and I flew to the US to meet with the owners of Gloria Jean's Coffees. At that time the brand was owned by Brothers Coffees, a retail company producing mainly roasted coffee beans for supermarkets. They understood

supermarket products, but not necessarily the franchising and retail business. The company had purchased the brand from Gloria Jean Kvetko herself and was certainly having some success at that time with sites located exclusively in shopping malls.

Although their knowledge was limited in this business, the owners of Brothers Coffees were looking to expand internationally. After we viewed many of their stores and held discussions over a number of days, we decided to purchase the right to open 25 stores in Australia within the first ten years. For us at that time, 25 stores was a huge vision. Little did we know that in that ten-year timeframe (to November 2006) we would have well over 400 stores in Australia. Nor did we imagine that at that time we would also purchase the franchise rights for the brand worldwide, including the rights to supply product to every country except the USA and Puerto Rico. With the international purchase we inherited 15 countries, many of whom were not successful through lack of training and operational support.

In 2005 we purchased the brand worldwide to reposition Gloria Jean's Coffees globally based on the widely successful Australian model. Despite the many subsequent obstacles, we began to put into position the different elements needed to become a second major player in the world. These included trademark registrations, branding, signage, store design, standard drink menu boards, standard recipes and ingredient supply.

Today Gloria Jean's Coffees is known as a specialty coffee concept for people on the go. We have premium coffee sourced directly from plantations (so the growers get the price that's negotiated for them), roasted to specifications, and prepared in-store by well-trained staff. Our coffee beans are not sourced through the general coffee market, but directly from plantations in coffee growing countries around the world. Prices are negotiated in order to maintain a sustainable lifestyle for the growers and to ensure ongoing quality crops (for instance, trees are husbanded correctly). We also purchase Rainforest Alliance coffees wherever possible. These coffees are grown on farms which are certified by 'Rainforest Alliance' (a non-profit conservation organization) as being managed according to the highest environmental and social standards. This includes protecting the welfare of coffee farmers

and their families, wildlife and their habitat, the conservation of waterways, soils and trees.

They warned us we would fail

When Gloria Jean's Coffees started in Australia in 1996, experts in the coffee and franchising industries warned us that we would fail. They advised us that Australians would not embrace flavoured coffee or take-away coffee cups. To succeed, Gloria Jean's Coffees would have to break through a number of mindsets. Today we have succeeded beyond even our own expectations. And we have changed the Australian coffee drinking culture and set trends in the coffee industry. For instance, we introduced frequent sippers cards to the industry. We also introduced chai tea latte as a drink to the mass market in Australia in 2000; these days you will find chai tea latte in almost every café and restaurant.

When we started in Australia, people told us to change the name because it sounded more like a fashion store than a coffee retailer. I guess they thought we sold jeans. We had to remind those people that we only had the name under license, so we didn't have the ability to change it. In franchising, you can't just change the name. In any case, I have found that you can build a brand around the name. When McDonald's launched in Australia, no one automatically associated the name with hamburgers. When Dominos launched, no one knew it as a pizza franchise.

It's not the name itself that will determine your success, it's how you build the brand. Today over 85 percent of Australians recognise the Gloria Jean's Coffees name and recognise that it relates to specialty coffee. That is a fantastic testament to the brand's success. Many other companies who spend a great deal more than we do on advertising and have been in the market for considerably longer have only managed to achieve a much smaller percentage of recognition.

People have asked me, "Why leave advertising and move into a totally different industry?" Well, I gained franchising experience when I ran the McDonald's account. And I learned a lot about

retail when I managed the advertising accounts of many other companies in industries such as hardware and fashion. Along with my marketing and advertising experience, this all gave me an enormous amount of experience to bring to Gloria Jean's Coffees. However, I must admit that even with all this prior experience, the learning curve was a steep one!

The main reason for the change in industry – the 'higher cause' if you like – was a passion both Sue and I had to own and operate a business which could generate funds for worthwhile causes. We were excited about an opportunity to bless people with rewarding careers and a business concept that would continue to do so beyond our own working lives. In our partners, Nabi and Angela Saleh, we found people whose dream dovetailed our own.

Learn from the past, but move forward

This varied and rich experience gives me the opportunity to share with you the many business and life gems I have collected along my journey. In this book I will share with you some of the stories from my advertising days with DDB Needham Advertising, as well as from my time at Gloria Jean's Coffees. My intention in writing this book is for you to learn, to be encouraged, and to be challenged that there are opportunities in front of you, not behind you. I want to urge you to stop living in the past; to stop pitching your tent at past successes or failures. Certainly learn from past experiences, but you have to put these behind you in order to move forward.

The lessons I will share with you in this book have the potential to readjust mindsets that may be holding you back from reaching your goals and dreams. I am a practical man, and the lessons I will share with you in this book are practical. If you apply them to your business, career, relationships and other endeavours, they will change your life – as they have vastly enriched mine.

I am convinced that we are here on this earth to succeed. I don't believe we're here to simply get by and pay the bills. Our lot in life is not just to go to work and wait for retirement. If it is all about us, then I believe our lives will eventually become empty and we will quickly become dissatisfied with life. But when we realise a

purpose beyond ourselves – that we are able to assist those with greater needs and help people enter into a better quality of life – then our existence takes on a whole new meaning!

As a company, Gloria Jean's Coffees has set out to become successful so that we can contribute to the effectiveness of other people and organisations, like schools, charities and churches. In 2005 we entered into a partnership with an organisation called Compassion to support 300 children in a village in Brazil. In 2004 the New South Wales Government (in Australia) approached us to open a store in a women's correctional centre, and we agreed. These women have been robbed of hope. So we have opened a Gloria Jean's Coffees store in that correctional centre and employ these women to run it, giving them valuable training for their future. Their children regularly visit them and the relaxed store atmosphere – together with a playground installed by the centre – provides a safe, unthreatening environment.

However, our ongoing key focus is a charity called Mercy Ministries, a residential program for young women in crisis. Currently there are two Mercy Ministries homes in Australia – one in Queensland and one in New South Wales – and further homes are opening around the country from 2007. Through our involvement internationally, Mercy Ministries has already opened a home in the United Kingdom and further homes are tabled to open in other countries around the world. We are committed to continually raising funds to support this charity. Our stores are able to help donate funds and increase awareness of Mercy Ministries by placing cash donation boxes and promotional leaflets on their counters. In October every year in Australia we run the 'Cappuccino for a Cause' weekend during which 50 cents from every one of our Cappuccinos or Cappuccino Chillers is donated to Mercy Ministries. We plan to expand our involvement with Mercy Ministries internationally wherever we open in a new country.

Life is a journey, not a destination

Every person, business and venture needs a purpose. And to achieve that purpose, we must recognize that life is a journey,

not a destination. We haven't arrived when we get married. We haven't arrived when we start a business. And we certainly haven't arrived when we are born on this earth. These are just dots along our journey. Like any journey, we will face all kinds of obstacles and difficulties, and we will also experience periods of excitement and joy. Whilst we will never arrive at a destination in any part of life here on earth, we should always strive to keep learning, growing and improving.

At some point along the way, the challenges of life can dull our excitement and our commitment so that many of us lose a sense of passion for life. At that point, many of us check out of life. Whether in our relationships, in our sporting endeavours or in our business, our passions and desires often desert us. This should not happen. In this book I want to show you how to recapture your passion so that you can rejoin the journey of a fulfilling life, one that God has planned and purposed for you.

I trust that when you read this book you will be challenged to grow to new levels in your business, your relationships and in other areas of your life. After all, as we say at Gloria Jean's Coffees, life's too short to drink bad coffee!

Peter Irvine

one |

VISION

Where there is no vision, people lose focus

“The greatest danger for most of us is not that our aim is too high and we miss it, but that it is too low and we achieve it.” – Michelangelo

“Where there is no vision, people perish...” - Proverbs 29:18

The great American author and activist Helen Keller contracted an illness at 19 months of age that eventually left her both deaf and blind. Later in life she stated, “The only thing worse than being blind is having sight but no vision.” What’s your vision like? Where do you see yourself in five, ten or 20 years?

Before we started Gloria Jean’s Coffees, we wrote down our vision, mission and values for our company. We did that so our staff and our customers could see where we were heading and what we stood for. Our vision was: “To be the most respected and loved coffee company in Australia.” It was a fairly bold and broad statement, especially back then, but it kept all of us focused on the journey.

As we set out on our maiden voyage in those early years, we felt that aiming at any number of stores in the first ten years – whether 10, 50 or 100 – would have been a big, bold vision. Today, just

over ten years since we began, having opened over 450 stores in Australia alone, we know we have reached a significant level of achievement, way beyond our initial expectations.

In fact, in February 2005 we purchased the Gloria Jean's Coffees brand worldwide from the US owners. At the same time, we also took over the supply of products to our stores worldwide. We inherited 14 Master Franchises in 15 countries around the world. So our vision then became: "To be the most respected and loved coffee company in the world."

That is still a big, bold statement, but Gloria Jean's Coffees is on a path to making that vision a reality. That vision influences the people we hire, the strategic plans we put in place, the funding that is required, and the actions required to achieve that vision. Back then, no one knew us as a brand, so we had to set about building our brand. Over the ensuing years we established national brand awareness not only through our retail outlets—our stores across Australia—but also through our marketing and public relations efforts.

Don't be scared of big visions

Poet and avant-garde film artist James Broughton once said, "The only limits are, as always, those of vision." I want to encourage you to grab a hold of a strong, bold, large vision for your business. Even if you don't achieve that vision in your lifetime, you are going to have a lot of fun and excitement attempting to reach a vision of that magnitude. You set the vision and the plans, and then watch it grow and exceed your expectations. So don't be scared of big visions. Start to visualize an exciting vision for your business right now. Capture it in your heart and in your mind.

In 2005 I was speaking to a business group and at the end of my talk a business associate came to me and said, "My vision has been very small." Up until that point, his business had one branch and he was very comfortable just getting by at the current level. But I had challenged this businessman that there was more to life; that his business was going to lose its market position if he didn't expand his vision. He came to the realization that he needed to do

something about the business, so he decided to expand his vision, and he made the decision to open a second branch. However, he didn't put in place plans on how he was going to do that. As a result, he neglected to properly invest in both branches.

This business associate saw me recently and said that he is finally looking to set his vision in motion by putting in place the focus and the plans to build the two businesses. He again admitted that his original vision had been a small one. In fact, even doubling the size with a second branch, the expansion still reflected fairly small thinking. He is now wrestling with the idea of opening even more branches and then franchising the business.

A close friend of mine recently left his employer to open his own business with some partners. His vision was very expansive. He had very big thinking. I notice that as he grows, not only does his vision remain bold, but he is also progressively working out that vision and expanding to greater levels. He is constantly working on many areas of his business, including the back room office, technology, warehousing, shipping, supply, and the brand name. He is constantly asking for advice, reviewing what he is doing, and putting those plans in place. Just like my friend, you need to have a bold vision, but in the end you need to put the plans in place or you will never achieve your vision.

There are many advantages to having a large vision. One great benefit to owning a bold vision is that it will allow others to sow into what you are doing. When people identify with your vision, mission, values and action plan, they will want to get on board. If you believe in it, and people see that you believe in it, they will back you and come and work for you. And in many cases, people will be willing to help finance your vision. Why? Because it is large, imaginative and captivating!

Author and speaker Steve Penny once said, "Vision releases resources." He explained that we don't attract resources or support for our vision by talking about needs or problems. He said that instead we attract support by communicating vision, because vision attracts people to us.

Passion fuels vision

Author Dr Ken Hemphill stated, “Passion fuels vision and vision is the focus of passion. Leaders who are passionate will create vision and fulfill it.” How passionate are you about your vision? If you aren’t excited about your vision, how can you expect others to capture and follow the vision? Get passionate about your business and the vision will expand and draw others into it.

Author and leadership expert John Maxwell talked about the law of ‘buy-in’. He said that people buy into a leader before they accept that leader’s vision. Once they believe the leader, they generally follow his or her vision. The lesson here is that the leader’s credibility precedes the leader’s plan. If you’re not a credible leader, if people aren’t buying into your vision, then perhaps you need to focus on your own development first.

In my last two years as managing director at DDB Needham Advertising, we set about building the vision for the agency. Every staff member had been involved in the planning process by the time we presented the completed vision. As a result, the staff all came on the journey for an incredibly successful two years.

Some years ago, in line with our core values, we decided that Gloria Jean’s Coffees would support Mercy Ministries—a residential program for young women in crisis—as our core charity. At that time we presented to our franchise family the vision that we had to support Mercy Ministries. We had graduates from the Mercy Ministries program share with our franchise family about how their lives had been changed for the better. We invited the founder of Mercy Ministries in the USA to come and outline the organization’s needs. She told us personal stories of young women whose lives had been turned around.

The vision for this alliance came across with such passion that everyone at that presentation wholeheartedly supported the Mercy Ministries program. They embraced the Mercy Ministries coin collection boxes which were placed on store counters and they invested—sowed—into what became the annual Mercy

Ministries fundraiser weekend. They saw the vision and, without question, wanted to be a part of it. Great vision presented with passion does that to people!

When we held our regional franchise meetings three times a year, one of the things we were able to do successfully was to theme these meetings around the values of the company. At these meetings we set out our vision, mission and values. Each of the meetings was themed around one of our corporate values. So over a period of 12 to 18 months, each franchisee was reminded of the values of the company – not just in words, but in a practical sense through training and through the marketing programs.

Without a strong vision, you and your staff have nothing to look forward to. A weak vision doesn't instill hope in the future – for you, your staff and your customers. When there is no hope in the future, we lack power in the present. An expansive, imaginative vision is so important to instilling hope in the future. When you and your staff have great hope for the future of your business, there is added motivation. When there is hope in the air, there is an extra bounce in every step. Staff members are glad to turn up at work, and your customers notice the difference.

Most of us aim too low

It is a sad fact that for most of us, we aim too low. Whether it's our business or our career, so often we believe that we need to have a vision that is small and easily achievable. We determine in our minds that we simply need to be realistic, because we don't want to set ourselves up for disappointment. The truth is that our small thinking – our small vision – is limiting what we really could be achieving. When we aim low, there's no growth, and our lives begin to stagnate.

I want to tell you that if you shoot at nothing, you will hit it every time. Aim for something big and bold, and you're likely to hit something of worth. People who think big have expansive thinking. When you don't set limits, you catapult yourself along the journey. In contrast, a small, achievable vision hinders your

progress; you end up only managing progress within your comfort zone and according to what you can control.

Obviously, any vision takes time to achieve, especially the bold, exciting ones. No vision evolves into results overnight, but the great thing about vision is that it gives you long-term perspective. It sets you on a journey over a period of time. Some people think they've arrived and succeeded the day they start their business or the day they get married or the moment they start any new endeavour in life. These people neglect to realize that it's just the start, that it's a process.

When we begin a new venture, having a vision reminds us that the journey has just begun. In fact, it tells us that we are on a course towards a destination. It may be a long and winding road and there will be obstacles and challenges along the route, but a vision will keep us on track, because it reminds us that we are on a journey towards a destination. Author Joseph Murphy once said, "We go where our vision is."

Without a strong vision, hindrances will come along and drag us off course. You may have heard of this ancient proverb: "If you chase two rabbits, both will escape." So pay attention to one goal at a time. One of the most important principles in both our life and our business is that we must be focused on what we are doing so that we actually catch the right rabbit. In business, unless you have a strong focus on your vision, distractions that look like wonderful opportunities will tempt you away from what you are meant to be doing. You will spend your time on those distracting activities and yet they will not produce the right results for you.

Problems can drag you off course

Problems can also drag you off course. We all face problems, but the difference between success and failure is how we respond to problems. If a problem comes along, don't lose your focus or you will move away from your original goal.

When we started Gloria Jean's Coffees in Australia in 1996, a friend came to me and said that we needed to forget about opening retail stores. He said that instead we should be selling everything

off a website. “The Internet is the way of the future,” he told me. Well, it certainly has been for many businesses. But if we had followed his advice, we would be out of business today. You see, in those days people were buying very little off websites. In fact, the business my friend was in moved across to a web-based strategy and it has struggled to become established ever since. I believe Gloria Jean’s Coffees would not be where it is today if we had compromised our vision. Gloria Jean’s Coffees would not be the success it is today if we had begun to focus on simply selling coffee from our website.

So set your direction in concrete. At the same time, continually evaluate the things you are doing against your original vision. Many new ideas and ventures may seem profitable at first, but they may also draw you away from your vision. Some may even seem logical extensions to your core vision. But beware! They may become so time-consuming that they move you away from your vision and you end up not producing the results you wanted.

In the early days at Gloria Jean’s Coffees, we were asked many times to invest in coffee carts – mobile coffee units with espresso facilities for hire at events. Eventually we had carts designed and we began utilizing them as we worked out the operating bugs. We later realized that they were not part of our core vision. The lesson was learned after problems arose. Not only did these carts prove difficult to move around, they were also hard work to maintain and operate. They needed high voltage power outlets, rarely available at sporting venues or parks. They also needed a source of clean water, a mobile fridge to store vast quantities of milk, some protection against the elements for the staff, a four-wheel-drive vehicle to tow them, level ground, clear access for setting up, and strong muscles! During that early stage, the mobile cart program proved a distraction from our core vision, which was supported by our mission statement: “Gloria Jean’s Coffees is committed to building a unified family, consistently serving the highest quality coffee and providing outstanding personalized service in a vibrant store atmosphere.”

Walt Disney had a powerful vision. Among his many achievements, the one that he was most excited about in his later

years was EPCOT Center (an Experimental Prototype Community of Tomorrow). Disney died in 1966, before it was complete. When EPCOT Center opened in 1982, someone said, “Isn’t it a shame he never lived to see his idea realized?”

One of Disney’s creative people answered: “But he did see it—that’s why it’s here!”

Now that’s vision! And that’s staying the course! His vision was so real that he didn’t need to wait and see the real thing. In his mind he already saw the vision completed.

It is my personal belief that the best visions and innovative ideas come from God. Steve Penny once said, “Vision is a God thing. What puts fire in your bones? It is not what you see with your eyes or what you hear with your ears. It is that fire inside you.”

Inspiring examples of vision

Vision and imagination are intertwined. Albert Einstein said, “Imagination is more important than knowledge.” And actor Donald Curtis stated, “We are what and where we are, because we have first imagined it.” Author Henry J. Taylor once stated, “Imagination lit every lamp... built every church, made every discovery, performed every act of kindness and progress, created more and better things for more people. It is the priceless ingredient for a better day.” So many men and women throughout history would attest to this. Here are some inspiring examples of people with great vision who achieved so much:

Anesthesia: How would you like to be operated on without anesthetic? That was the way they did it until a Scottish doctor named James Simpson introduced us to artificial sleep. One day he read Genesis 2:21: “The Lord God caused a deep sleep to fall on Adam...” Simpson thought that chloroform might be the answer, so he experimented on himself. In 1847 the first three operations took place. One of the patients was a young soldier who enjoyed it so much that he seized the sponge and inhaled it again. Simpson encountered opposition, but he went on to prove that this was

how God operated on Adam.

Braille: In 1824 Louis Braille invented a system of raised dots on paper that blind people could read. He invented 63 symbols representing every language.

Morse code: You and I owe our mobile phone and our computer to a man named Samuel Morse, the inventor of Morse code. One day a friend said to him, “Morse, when you were experimenting, did you ever come to an absolute deadlock, not knowing what to do?”

Morse replied, “More than once!”

“What did you do then?” his friend asked.

Morse shared his secret: “I got down on my knees and prayed for light, and light came...”

Pasteurization: Louis Pasteur, the great French scientist, showed us that infection is a result of something we can’t see, namely germs. He eventually introduced methods that saved the lives of millions.

The vacuum cleaner: HC Booth invented the vacuum machine in the American Midwest. As he was sitting in a rocking chair on his porch watching the wind blowing up the dust, he thought to himself: “What if we could get air to suck in the dust?” Later that year, the vacuum cleaner was invented.

Great vision will always attract criticism. Achievers throughout history all faced ‘negative input’ from people around them. If you have a bold vision and you haven’t yet experienced opposition, you can be sure that you will, sooner or later. Statements like “That can’t be achieved!” or “You’ll never do that!” often precede great success!

When we set out to buy the Gloria Jean’s Coffees brand worldwide, we were told that it would never work, that we couldn’t run it from Australia, that the contrasting cultures would be a problem, and that exporting product from Australia would be too much of a challenge. “You will not be able to have a standard drinks

menu around the world,” they said. You know, these people were probably right, but we went out and did it anyway, because we had a vision.

Find a vision that’s right for you

So how do you create a vision? What’s the process of discovering and defining a vision that is right for you or for your business? Well, a vision often starts with something that is birthed deep within us. American writer, actor, economist and lawyer Ben Stein has said, “The indisputable first step to getting the things you want in life is this: Decide what you want.” Your vision already exists in your heart and in your mind. It’s been there all along. You simply haven’t done much with it.

Ask yourself this question: What is my passion? What is it that excites me? You see, what you are passionate about will most likely be the core of your vision. If you are passionate about providing people with beautiful haircuts, then develop a vision around that. If you are passionate about teaching people about healthy exercise, then that is the core of your vision. Find your passion, and a powerful vision will follow.

Activate your vision

But what do you do with that vision once you have it? Well, the Book of Habakkuk in the Old Testament gives us three instructions on what to do:

- 1) **Get the vision clear**
- 2) **Write it down and make it succinct**
- 3) **Say it out loud** (Habakkuk 2:2).

If you can’t see the vision clearly in your own mind, then you can’t write it down in a few words. And if you can’t say it out loud, you are not committed to it. And if you aren’t committed to it, no one else will be!

Writing down your vision helps you communicate your vision

to the people around you. It enables you to carry a copy in your wallet or purse. It enables you to stick it up on your bathroom mirror where you can see it every morning and night. You may want to place it on your desk or learn it at home every night until it becomes an essential part of your life. That's the value of writing it down.

You would be surprised at how few people actually put their vision in writing. There are even fewer who take the steps needed towards achieving it. Once broken down into small, achievable goals, even seemingly impossible dreams can be realized over time! I love what author James Allen said: "Your vision is the promise of what you shall one day be."

take action | NOW!

- one: Find a vision that's right for you. Create a vision by asking yourself this question: What is my passion? What is it that excites me? Find your passion, and a powerful vision will follow.
- two: Set yourself a big, imaginative, expansive vision. This will help to instil hope in the future for you and your staff.
- three: Activate your vision. The Book of Habakkuk in the Old Testament instructs us to:
 - Get the vision clear
 - Write it down and make it succinct
 - Say it out loud.
- four: Start to visualize an exciting vision for your business right now. Capture it in your heart and in your mind.