

TEN CRITICAL FACTORS FOR ACHIEVING LONG TERM AND SUSTAINED BUSINESS SUCCESS

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Roger Ralph – Nov. 11, 2011*

10. The business should be “upstream”
 - Horse drawn carriage versus Model T
 - Kodak versus Canon
 - HAC versus Bally
9. The strategy makes sense for the present and likely future market and incorporates more than “making money”
 - GM’s purchase of Hummer from AM General in 1992 versus production of the Volt hybrid
 - HAC’s strategy includes making ever increasing and significant contributions to the community
8. Clear philosophical underpinning for the business- what do we want to do; for whom; why; and how
 - Be a model for the industry- Café credit; bundling; strategic giving
 - Focus equally on customer goals and staff growth
7. Sufficient financial resources exist to survive bad decisions or unforeseen circumstances
 - Gateway versus Hewlett Packard
 - Allow for gross margin of error in projections for new ventures
6. Fierce drive to consistently improve
 - Marriott versus Howard Johnsons
 - Constant question – how do we get better
 - Key is taking it down the line

5. Antenna always out seeking to identify/adapt others' best practices
 - Expectation to visit other clubs
 - Read & Network
 - Outcomes – new member integration ; community newsletter
4. Technology, infrastructure, systems, policies, and marketing enhances company growth and employee pride
 - Do employees feel they have what they need to do their job
 - Do we regularly consider and adapt new technology when it will make us better at what we want to accomplish
3. The organization's core personnel approach is to have people working in ways that allow them to maximize use of their natural talents as individuals and as members of teams
 - Kim Bogia, Sales Manager, rare WOO quality
 - Angie Craft, Dance Director, Entrepreneurial instinct
 - French McGee, Facilities Manager, - I'll figure it out but will read manual first
 - John People's, General Manager – unique appreciation for both numbers and importance of fun for members & staff
2. The organization must foster self and team performance accountability and leadership must be willing to terminate for the good of the overall unit/organization
 - Establish environment where candor and conflict move the ball ahead and foster creative pragmatic solutions
 - Strive for a company where every employee is proud to work for the organization and acts in a way that elevates themselves and others consistently
1. As in life, success in business is all about relationships. Your success as a leader, manager, supervisor, or employee is almost always about the quality of your relationships with others and the respect you've earned

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