



DISRUPTING BUSINESS





TE WHARE HUKAHUKA



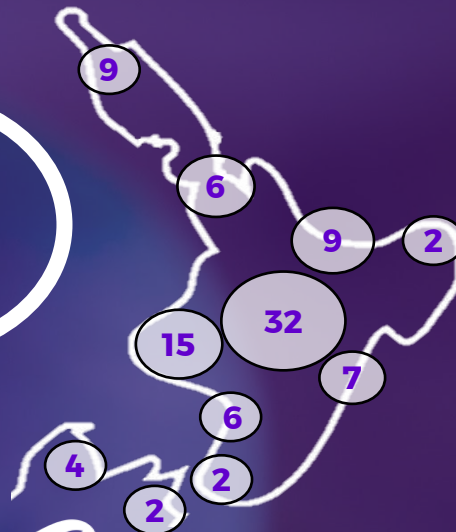
Who we have worked with...



105
Māori Trusts
throughout
Aotearoa

650+
Māori
leaders

35
Iwi
organisations



We work with Māori Trust leaders who are frustrated with the lack of progress in their Trust and the lack of outcomes for whānau. They often say we provide them with the:

Clarity
around what to
focus on

Confidence
that they
can actually
achieve it

Capability
and
Communication
systems
needed

Execution
support to
actually
Carry it
out



DO YOU WANT THE SLIDES

go.twh.co.nz/nman

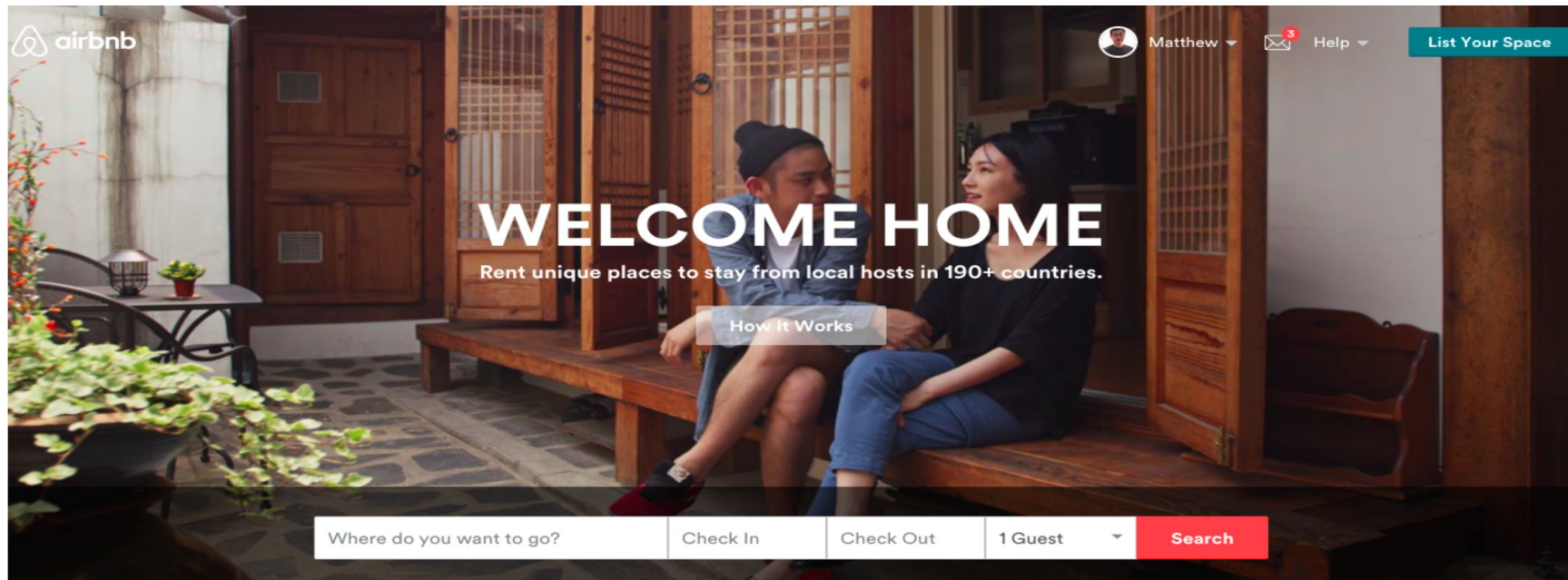
**World's largest taxi company owns
no taxi's**



World's largest media company creates no content



World's largest accom provider owns no real estate



**World's largest retailer has no
inventory**





What makes an industry ripe for disruption?

Complacency: This is the biggest sign that [disruption is on the way](#).

- It has grown complacent from past successes
- It has lost touch with its customers
- It doesn't take new entrants seriously
- The business model is out of date.

Job	Probability
Recreational therapists	0.003
Dentists	0.004
Athletic trainers	0.007
Clergy	0.008
Chemical engineers	0.02
Editors	0.06
Firefighters	0.17
Actors	0.37
Health technologists	0.40
Economists	0.43
Commercial pilots	0.55
Machinists	0.65
Word processors and typists	0.81
Real estate sales agents	0.86
Technical writers	0.89
Retail salespersons	0.92
Accountants and auditors	0.94
Telemarketers	0.99

Source: "The Future of Employment: How Susceptible are Jobs to Computerisation?" by C.Frey and M.Osborne (2013)





**receipt
bank**



-  REPORTING
-  DASHBOARD
-  FORECASTING
-  MULTI



XERO AWARD WINNER

ADD-ON PARTNER OF THE YEAR



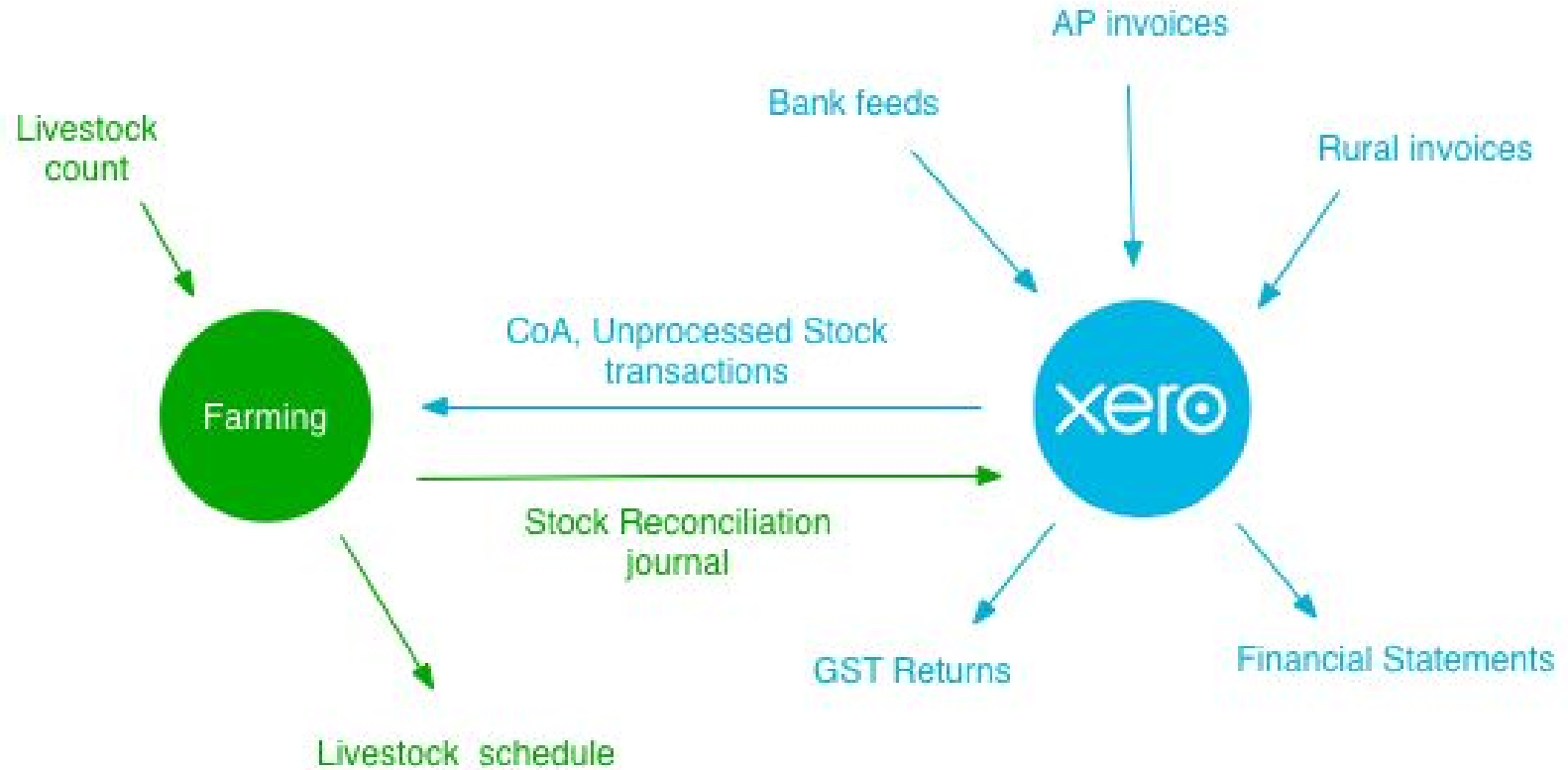
XERO ADD-ON RATING

INTEGRATES WITH

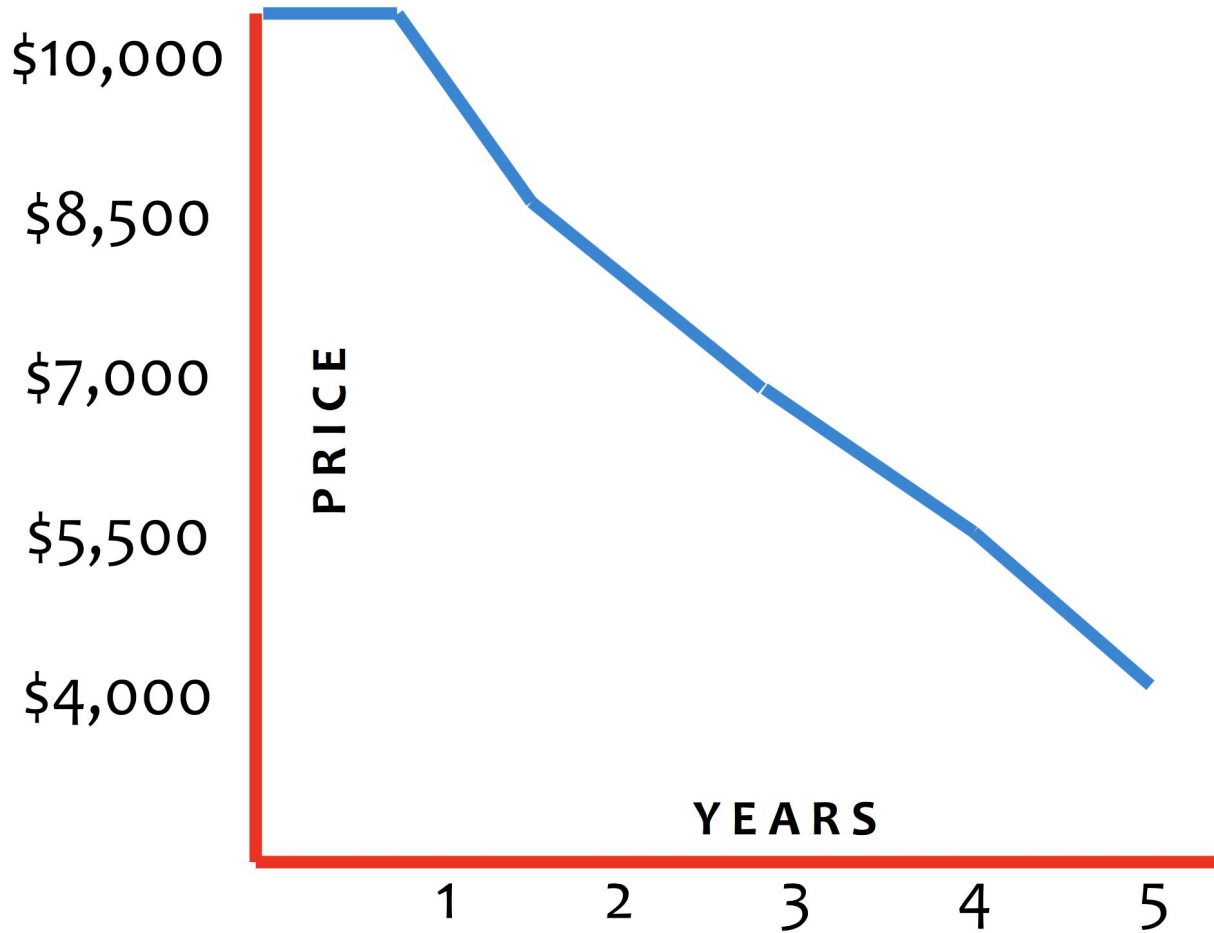




float



The effects of disruption on compliance





Accountants salaries in the Philippines

Qualifications / Experience	Annual Salary PH Peso*	Annual Salary AUD\$	Per Hour AUD (1800 hrs)
Newly Grad Accounting (non CPA)	P130k – P156k	\$3,200 - \$3,800	\$1.77 - \$2.11
Accountant (non CPA) few years experience	P182k – P260k	\$4,400 - \$6,300	\$2.44 - \$3.50
CPA Accountant (just qualified)	P234k – P286k	\$5,700 - \$6,900	\$3.16 - \$3.83
CPA Accountant (5 years experience + can supervise)	P286k – P390k	\$6,900 - \$9,500	\$3.83 - \$5.27
CPA Accountant (CFO, Head of Audit level)	P390k – P585k	\$9,500 - \$14,200	\$5.27 - \$7.88

* These salaries are what the team member is paid as at February 2015

* Plus BPO (business process outsourcing) “seat fee” costs of approx. AUD\$500 - \$750 per person per month



**With
Watson™**

- **Feb 2017**
- **70,000 Tax professionals using IBM Watson AI**
- **74,000 pages of the federal tax code and thousands of tax-related questions**



Big Company Audits

Deloitte.



kira

MACHINE LEARNING
CONTRACT ANALYSIS

Due Diligence

CHALLENGE STATS



48

HOURS



46

PARTICIPANTS



25

SUBMISSIONS



10

COUNTRIES





Crowdsourced Consulting

Rise of the robots

Accounting processes that could be automated

SIMPLE PROCESS

- Audit administration
- Audit documentation
- Audit planning
- Audit scheduling
- Audit support
- Data entry
- Entry and posting of entries
- Issue of tax certificates
- Random sample selection

COMPLEX PROCESS

- Asset analytics
- Compliance reporting
- Consolidation and statutory reporting
- Debt analytics
- General ledger analytics
- Key ratio analytics
- Liabilities analytics
- Multiple currency reporting and adjustment
- Trend analytics

MODERATE PROCESS

- Age analysis
- Bank reconciliation
- Debtor audits
- Issue of audit certificates
- Multiple application interface
- Period reporting
- Reserve calculation
- Risk assessments and audits
- Vendor reconciliation

ARTIFICIAL INTELLIGENCE

- Advanced sample selection
- Fraud analytics
- Human resource alignment
- Industry trend and forecasting
- Model inventory and prediction
- Period end closing
- Risk management
- Transfer pricing
- Unstructured advance data analytics



SOURCE:
MINDFIELDS

Accountancy Top 11 Challenges

- Compliance fees are dropping fast, approximately, 20% in the last 3 years
- Fee commoditisation and packaging up isn't the answer to everything
- Bookkeepers are being armed with the tools to really threaten Accountants
- Clients are less loyal, more likely to sue and more mobile than ever
- Clients can't always afford Value Added Services
- Finding Good staff is hard work and their wages keep climbing
- Outsourcing is the new trend and BUZZ Word in the industry
- We Accountants are being told that the majority of our revenue needs to come from Value Added Services
- Cloud Technology is changing the industry faster than expected and clients are becoming more self sufficient
- Tax simplification and the IRDs Business Transformation Programme is further threatening future compliance revenue
- As Accountants in many cases we are actually not great business advisors and have never owned a business other than an accounting practice



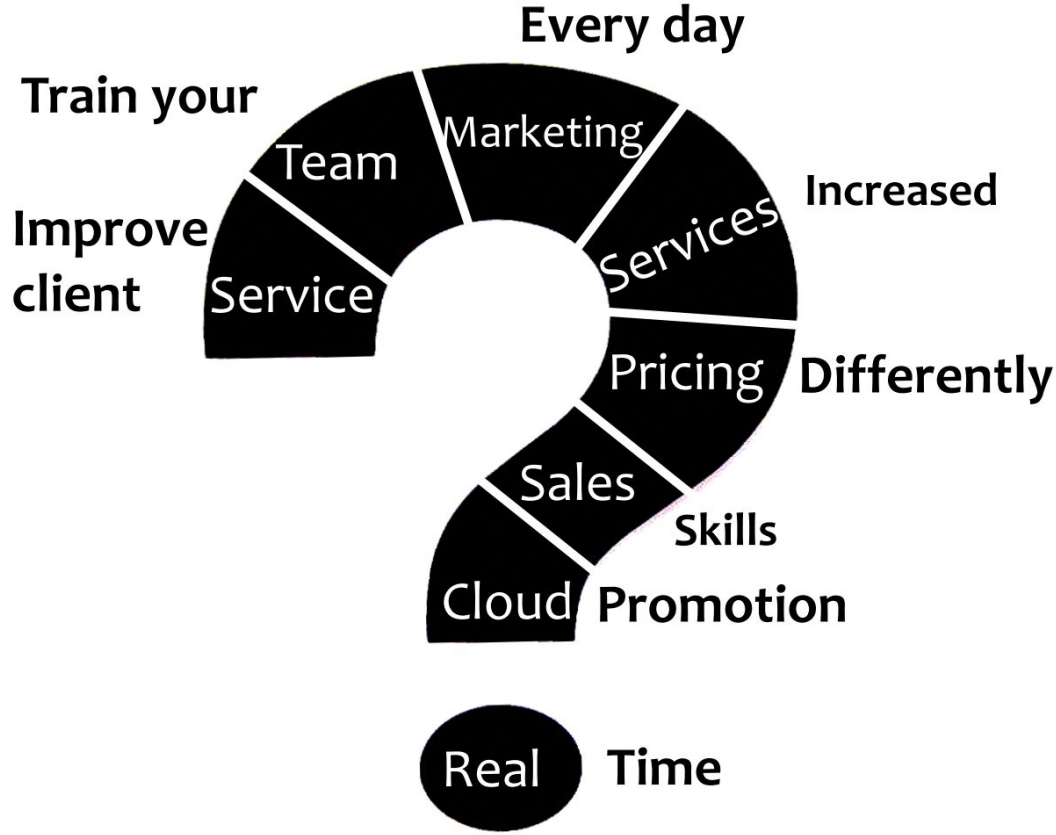
Ideas

1. **OPTIMISATION** - improving the core business
2. **INNOVATION** - innovating your business model

OPTIMISATION

improving the core business

What are you going to do?



REAL TIME ACCOUNTING

- **Offers information snippets' to clients**, helping them find out what's happening in their business before it happens
- **Value add services that help**
- **Prices projects upfront**
- **Visits and calls on systematic basis**
- **Follows up on every opportunity**
- **Ask great questions**
 - Why?
 - What's the first domino?
 - What is the fastest, easiest, low cost way to do
 - Who
 - What do you need to say 'No' too

THERE ARE JUST THREE WAYS
TO GROW A BUSINESS





**Most people grow their
business
incrementally and linear,
because they fix in only on
growing more clients**

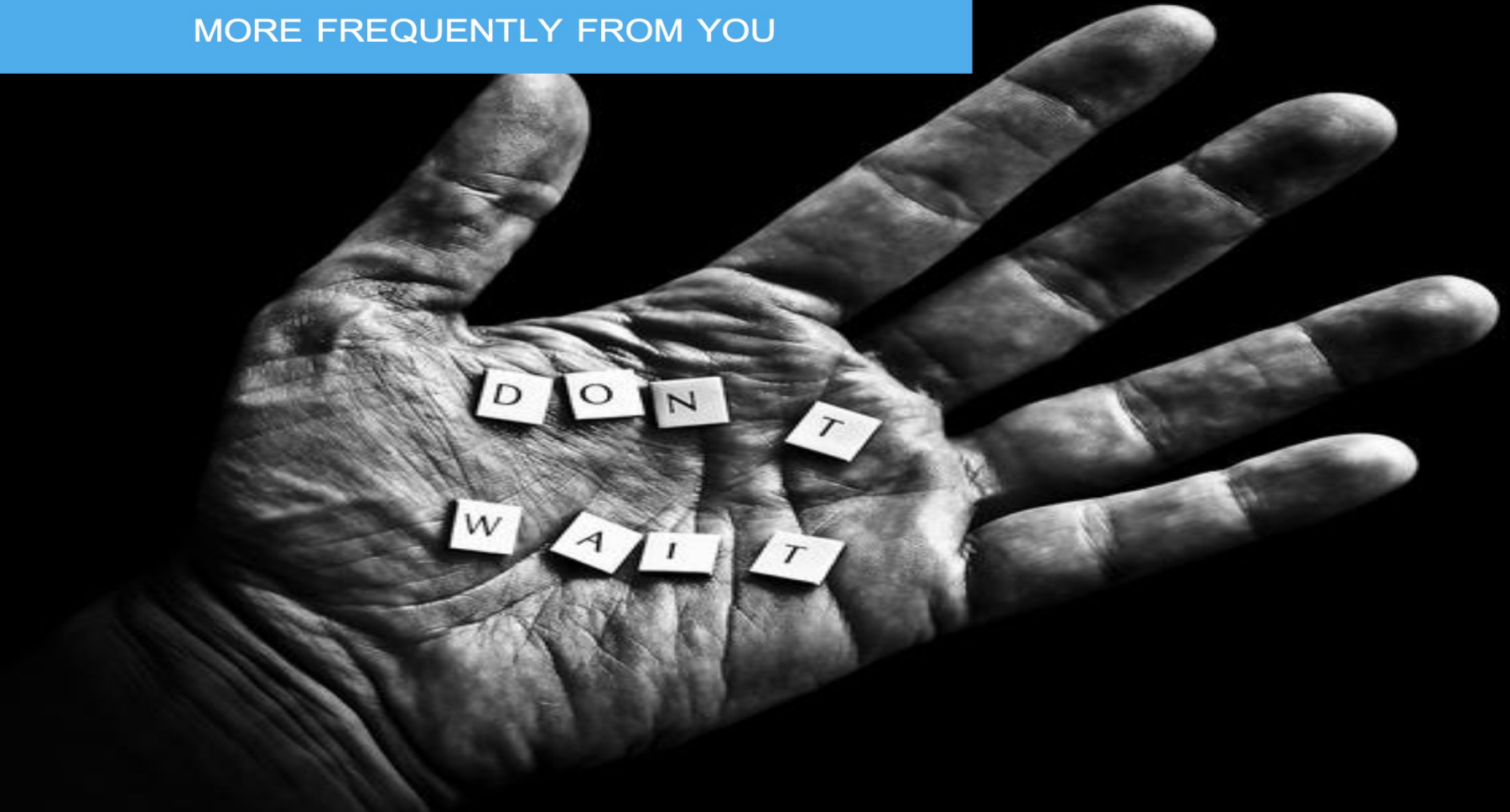


YOU CAN FIND NEW CUSTOMERS

YOU CAN GIVE YOUR CURRENT CUSTOMERS
MORE OPPORTUNITIES TO INCREASE THE
SIZE OF THE PURCHASES THEY MAKE



YOU CAN HAVE YOUR CURRENT CUSTOMERS BUY
MORE FREQUENTLY FROM YOU



But, if you **grow clients** and you focus on increasing the **size of the transaction** and you increase **the frequency of each client's purchase**, you'll increase your revenue and income 100%, 200% or more.

the Rule of 3

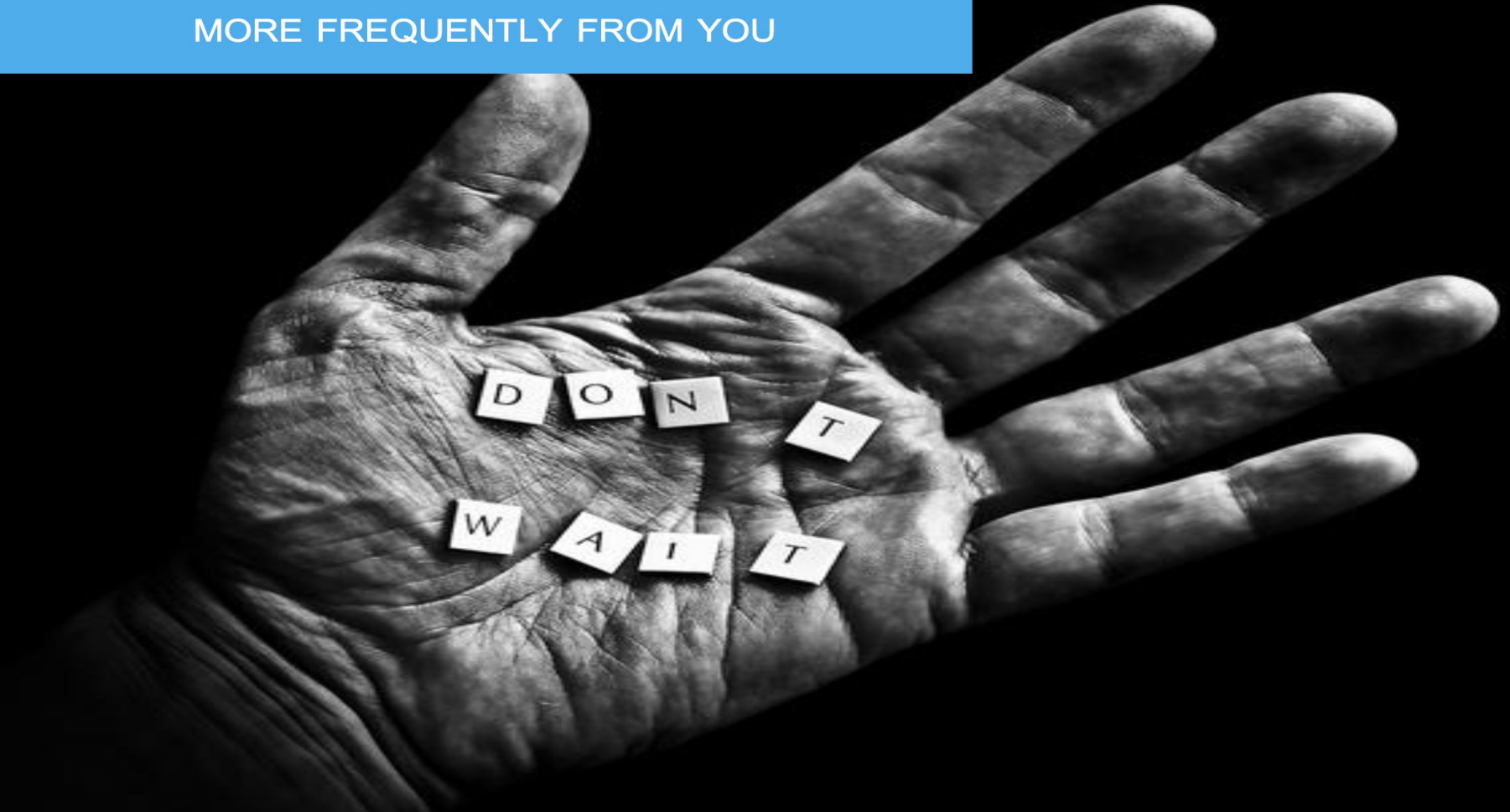
YOU CAN GIVE YOUR CURRENT CUSTOMERS
MORE OPPORTUNITIES TO INCREASE THE
SIZE OF THE PURCHASES THEY MAKE



INCREASE THE SIZE OF THE PURCHASE

- **‘Would you like fries with that?’**
 - What additional services could you offer that solves your clients problems

YOU CAN HAVE YOUR CURRENT CUSTOMERS BUY
MORE FREQUENTLY FROM YOU

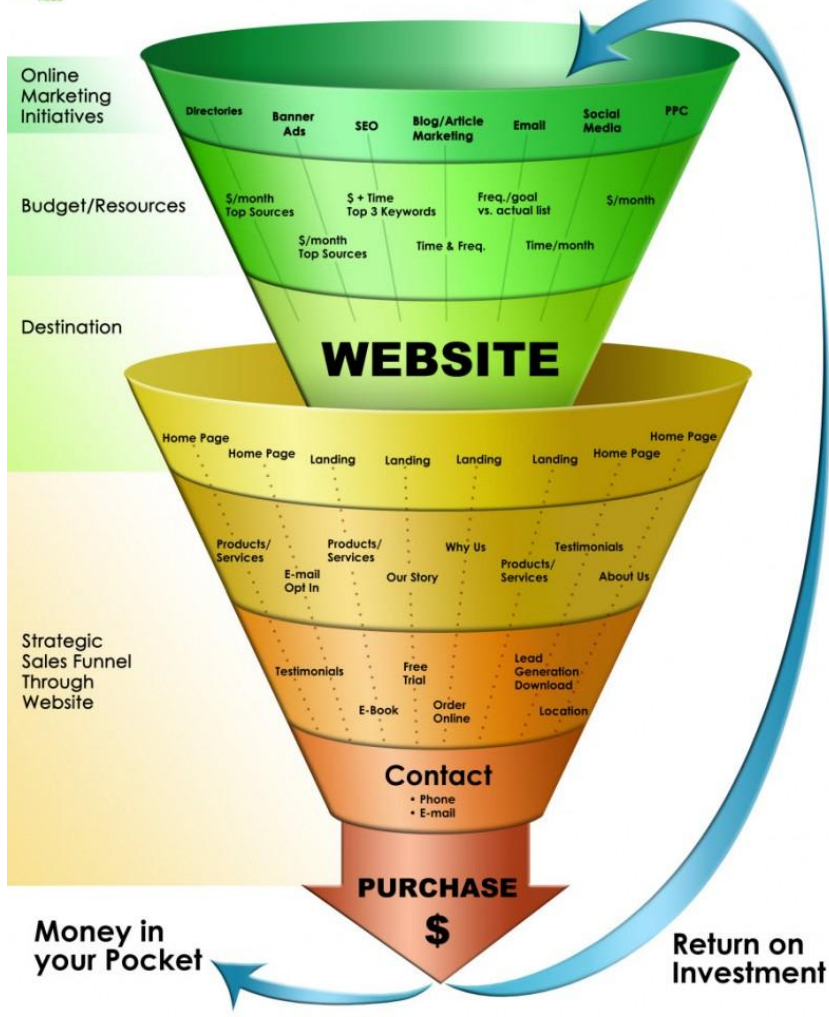


INCREASE THE FREQUENCY THAT THEY PURCHASE

- **‘Create special offers or limited-time coupons’**
 - Like a seasonal sale or introductory offers for new products.



YOU CAN FIND NEW CUSTOMERS



ACQUIRE MORE CUSTOMERS

- Predictable leads generation
- No more cold calling
- Educate customers of your value
- **Automation** - once set up low cost
 - James = for every \$1 spent = \$14 profits



**DO YOU WANT 50% FUNDING FOR
COACHING, TO ASSIST YOU TO IMPLEMENT
THESE INTO YOUR BUSINESS**

go.twh.co.nz/nman

INNOVATION

innovating your business model

TEN TYPES OF INNOVATION

THE DISCIPLINE OF
BUILDING BREAKTHROUGHS



LARRY KEELEY
RYAN PIKKEL, BRIAN QUINN, HELEN WALTERS

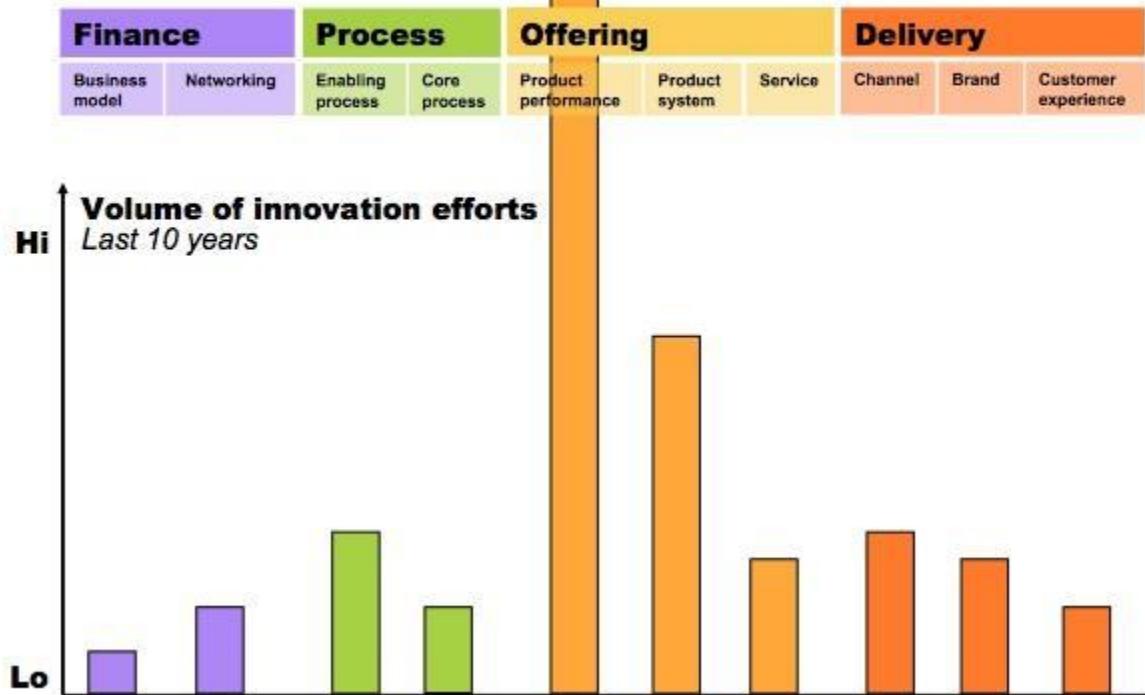
TEN TYPES OF INNOVATION



KEELEY

WILEY

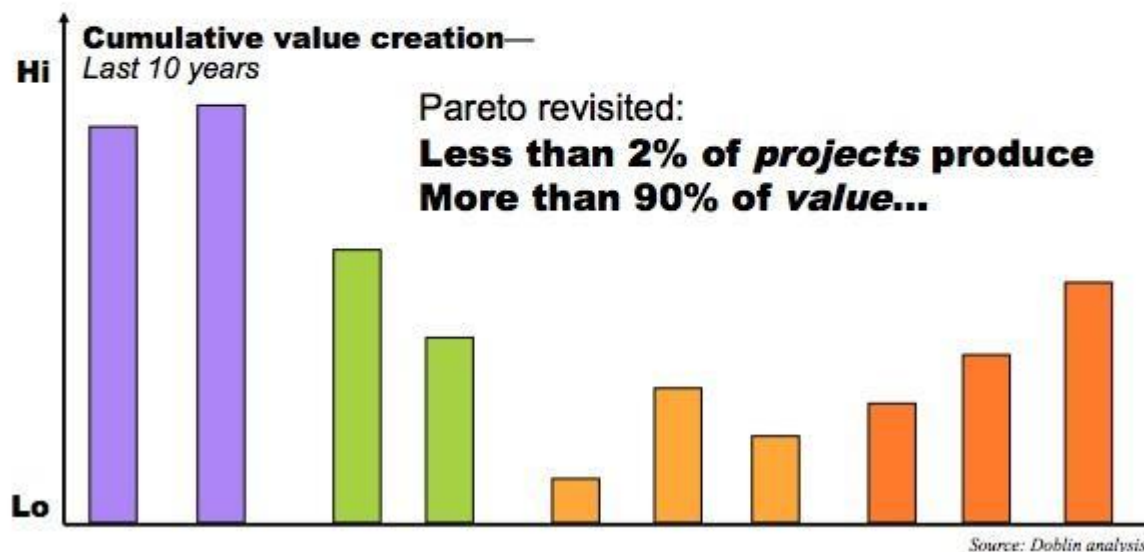
Leading to a shift in value creation...

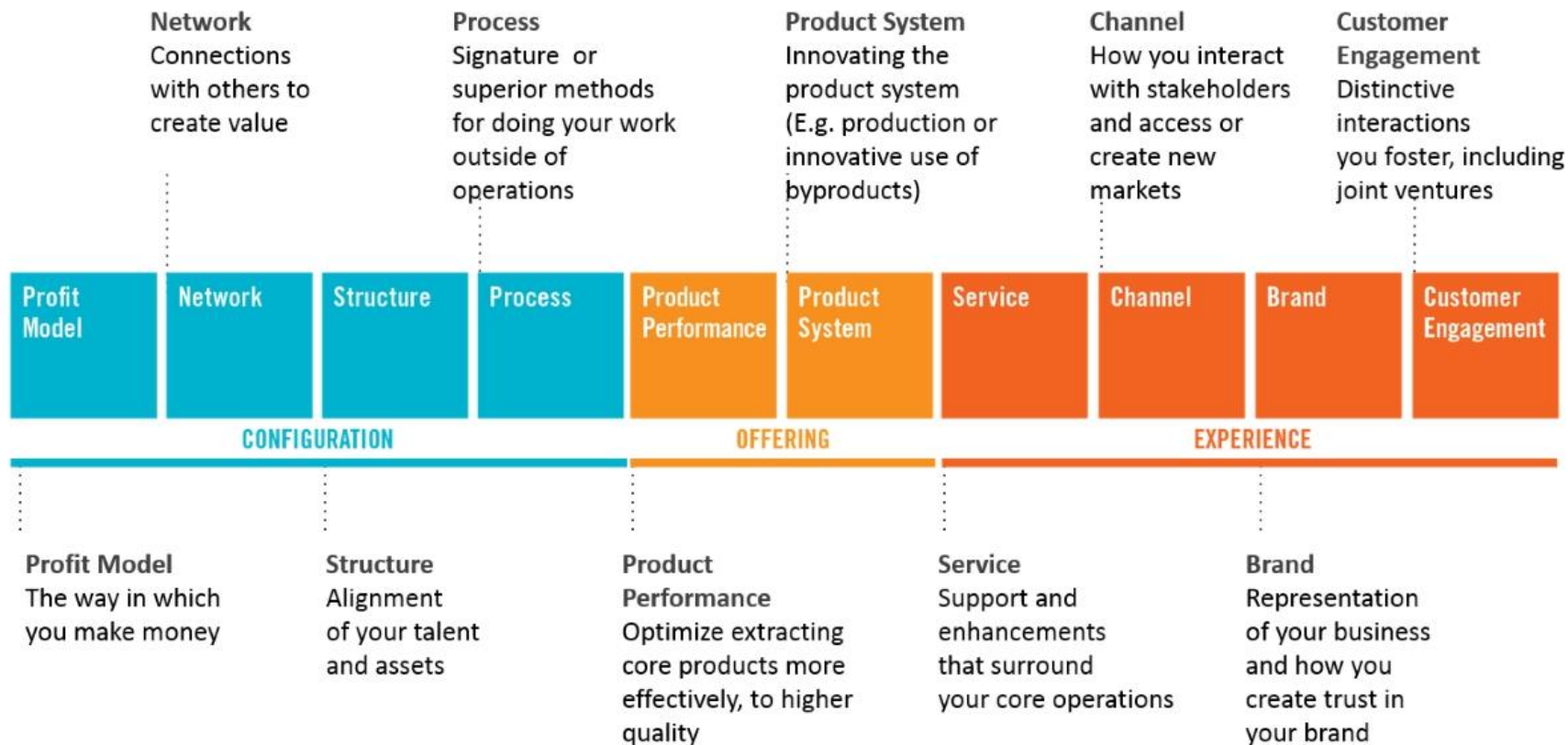


Source: Doblin analysis

Leading to a shift in value creation...

Finance		Process		Offering			Delivery		
Business model	Networking	Enabling process	Core process	Product performance	Product system	Service	Channel	Brand	Customer experience





TEN TYPES OF INNOVATION

TACTICS OVERVIEW

Profit Model

Premium

Price at a higher margin than competitors, usually for a superior product, offering, experience, service or brand.

Cost Leadership

Keep variable costs low and sell high volumes at low prices.

Scaled Transactions

Maximize margins by pursuing high volume, large scale transactions when unit costs are relatively fixed.

Microtransactions

Sell many items for as little as a dollar—or even only one cent—to drive impulse purchases at volume.

Forced Scarcity

Limit the supply of offerings available, by quantity, time frame or access, to drive up demand and/or prices.

Subscription

Create predictable cash flows by charging customers up front (a one time or recurring fee) to have access to the product/service over time.

Membership

Charge a time-based payment to permit access to locations, offerings, or services that non-members don't have.

Installed Base

Offer a "core" product for slim margins (or even a loss) to drive demand and loyalty, then realize profit on additional products and services.

Switchboard

Connect multiple sellers with multiple buyers, the more buyers and sellers who join, the more valuable the switchboard.

Auction

Allow a market—and its users—to set the price for goods and services.

User-Defined

Invite customers to set a price they wish to pay.

Freemium

Offer basic services for free, while charging a premium for advanced or special features.

Flexible Pricing

Very prices for an offering based on demand.

Floot

Receive payment prior to building the offering—and use the cash to earn interest prior to making margins.

Financing

Capture revenue not directly from the sale of a product, but from structured payment plans and after-sale interest.

Ad-Supported

Provide content/services for free to one party while selling listeners, viewers or "eyeballs" to another party.

Licensing

Grant permission to some other group or individual to use your offering in a defined way for a specified payment.

Metered Use

Allow customers to pay for only what they use.

Bundled Pricing

Sell in a single transaction two or more items that could be sold as standalone offerings.

Disaggregate Pricing

Allow customers to buy exactly—and only—what they want.

Risk Sharing

Partner with others for mutual benefit, if certain metrics aren't achieved, but receive outside gains when they are.

Network

Merger/Acquisition

Combine two or more entities to gain access to capabilities and assets.

Consolidation

Acquire multiple companies in the same market or complementary markets.

Open Innovation

Obtain access to processes or patents from other companies to leverage, extend, and build on expertise and/or do the same with internal IP and processes.

Secondary Markets

Convert waste streams, by-products, or other alternative offerings to those who want them.

Supply Chain Integration

Coordinate and integrate information and/or processes across a company or functions of the supply chain.

Complementary Partnering

Leverage assets by sharing them with companies that use similar resources but offer different products and services.

Alliances

Share risks and revenues to jointly improve individual competitive advantage.

Franchising

License business principles, processes, and brand to paying partners.

Cooperation

Join forces with someone who would normally be your competitor to achieve a common goal.

Collaboration

Partner with others for mutual benefit.

Structure

Organizational Design

Make form follow function and align infrastructure with core qualities and business processes.

Incentive Systems

Offer rewards (financial or non-financial) to provide motivation for a particular course of action.

IT Integration

Integrate technology resources and applications.

Competency Center

Cluster resources, practices and expertise into support centers that increase efficiency and effectiveness across the broader organization.

Outsourcing

Assign responsibility for developing or maintaining a system to a vendor.

Corporate University

Provide job-specific or company-specific training for managers.

Decentralized Management

Distribute decision-making governance closer to the customer or other key business interfaces.

Knowledge Services

Share relevant information internally to reduce redundancy and improve job performance.

Asset Standardization

Reduce operating costs and increase connectivity and modularity by standardizing your assets.

Process

Process Standardization

Use common products, processes, procedures, and policies to reduce complexity, costs, and errors.

Localization

Adapt an offering, process, or experience to target a culture or region.

Process Efficiency

Create or produce more while using fewer resources—measured in materials, energy consumption or time.

Flexible Manufacturing

Use a production system that can rapidly react to changes and still operate efficiently.

Process Automation

Apply tools and infrastructure to manage routine activities in order to free up employees.

Crowdsourcing

Outsource repetitive or challenging work to a large group of semi-organized individuals.

On-Demand Production

Produce items after an order has been received to avoid carrying costs of inventory.

Lean Production

Reduce waste and cost in your manufacturing process and other operations.

Logistics Systems

Manage the flow of goods, information and other resources between the point of origin and the point of use.

Strategic Design

Employ a purposeful approach that manifests itself consistently across offerings, brands, and experiences.

Intellectual Property

Protect an idea that has commercial value—such as a recipe or industrial process—with legal tools like patents.

User Generated

Put your users to work in creating and curating content that powers your offerings.

Predictive Analytics

Model past performance data and predict future outcomes to design and price offerings accordingly.

Product Performance

Superior Product

Develop an offering of exceptional design, quality, and/or experience.

Ease of Use

Make your product simple, intuitive and comfortable to use.

Engaging Functionality

Provide an unexpected or newsworthy experiential component that elevates the customer interaction.

Safety

Increase the customer's level of confidence and security.

Feature Aggregation

Combine existing features found across offerings into a single offering.

Added Functionality

Add new functionality to an existing offering.

Performance Simplification

Omit superfluous details, features, and interactions to reduce complexity.

Environmental Sensitivity

Provide offerings that do no harm—or relatively less harm—to the environment.

Conservation

Design your product so that customers can reduce their use of energy or materials.

Customization

Enable altering of the product or service to suit individual circumstances or specifications.

Focus

Design an offering specifically for a particular audience at the expense of others.

Styling

Impart a style, fashion or image.

Product System

Complements

Sell additional related or ancillary products or services to a customer.

Extensions/Plug-Ins

Allow first- or third-party additions that add functionality.

Product Bundling

Offer several products for sale as one combined product.

Modular Systems

Provide a set of individual components that can be used independently, but gain utility when combined.

Product/Service Platforms

Develop systems that connect with other, partner products and services to create a holistic offering.

Integrated Offering

Combine otherwise discrete components into a complete experience.

Service

Try Before You Buy

Let customers test and experience an offering before investing in it.

Guarantee

Remove customer risk of lost money or time stemming from product failure or purchase error.

Loyalty Programs

Provide benefits and/or discounts to frequent and high-value customers.

Added Value

Include an additional service/function as part of the base price.

Concierge

Provide premium service by taking on tasks for which customers don't have time.

Total Experience Management

Provide thoughtful, holistic management of the consumer experience across an offering's lifecycle.

Supplementary Service

Offer ancillary services that fit with your offering.

Superior Service

Provide service(s) of higher quality, efficacy, or with a better experience than any competitor.

Personalized Service

Use the customer's own information to provide perfectly calibrated service.

User Communities/Support Systems

Provide a communal resource for product/service support, use and extension.

Lease or Loan

Let customers pay over time to lower upfront costs.

Self-Service

Provide users with control over activities that would otherwise require an intermediary to complete.

Channel

Diversification

Add and expand into new or different channels.

Flagship Store

Create a store to showcase quintessential brand and product attributes.

Go Direct

Skip traditional retail channels and connect directly with customers.

Non-Traditional Channels

Employ novel and relevant avenues to reach customers.

Pop-up Presence

Create a noteworthy but temporary environment to showcase and/or sell offerings.

Indirect Distribution

Use others as resellers who take ownership over delivering the offering to the final user.

Multi-Level Marketing

Sell bulk or packaged goods to an affiliated but independent sales force that turns around and sells it for you.

Cross-selling

Place products, services, or information that will enhance an experience in situations where customers are likely to want to access them.

On-Demand

Deliver goods in real-time whenever or wherever they are desired.

Context Specific

Offer timely access to goods that are appropriate for a specific location, occasion, or situation.

Experience Center

Create a space that encourages your customers to interact with your offerings—but purchase them through a different (and often lower-cost) channel.

Brand

Co-Branding

Combine brands to mutually reinforce key attributes or enhance the credibility of an offering.

Brand Leverage

"Lend" your credibility and allow others to use your name—thus extending your brand's reach.

Private Label

Provide goods made by others under your company's brand.

Brand Extension

Offer a new product or service under the umbrella of an existing brand.

Component Branding

Brand an integral component to make a final offering appear more valuable.

Transparency

Let customers see into your operations and participate with your brand and offerings.

Values Alignment

Make your brand stand for a big idea or a set of values and express them consistently in all aspects of your company.

Certification

Develop a brand or mark that signifies and ensures certain characteristics in third-party offerings.

Customer Engagement

Process Automation

Remove the burden of repetitive tasks from the user to simplify life and make new experiences seem magical.

Experience Simplification

Reduce complexity and focus on delivering specific experiences exceptionally well.

Curation

Use a distinct point of view to separate the proverbial wheat from the chaff—and in the process create a strong identity for yourself and your followers.

Experience Enabling

Extend the realm of what's possible to offer a previously improbable experience.

Mastery

Help customers to attain great skill or deep knowledge of some activity or subject.

Autonomy and Authority

Grant users the power to use your offerings to shape their own experience.

Community and Belonging

Facilitate visceral connections to make people feel they are part of a group or movement.

Personalization

Alter a standard offering to allow the projection of the customer's identity.

Whimsy and Personality

Humanize your offering with small flourishes of on-brand, on-message ways of seeming alive.

Status and Recognition

Offer cues that infer meaning, allowing users—and those who interact with them—to develop and nurture aspects of their identity.

CONFIGURATION

OFFERING

EXPERIENCE

You're holding a handbook for visionaries, game changers, and challengers striving to defy outmoded business models and design tomorrow's enterprises. It's a book for the...

Business Model Generation

WRITTEN BY
Alexander Osterwalder & Yves Pigneur

CO-CREATED BY
An amazing crowd of 4,130 practitioners from 41 countries

DESIGNED BY
Alan Smith, The Movements

Systematically understand, design & differentiate your business model. A handbook for visionaries, game changers, & challengers

Who will help you?

KEY PARTNERS

How do you do it?

KEY ACTIVITIES

What do you do?

VALUE PROPOSITION

How do you interact?

CUSTOMER RELATIONSHIPS

Who do you help?

CUSTOMER SEGMENT

What do you need?

KEY RESOURCES

START
HERE

How do you reach them?

DISTRIBUTION CHANNELS

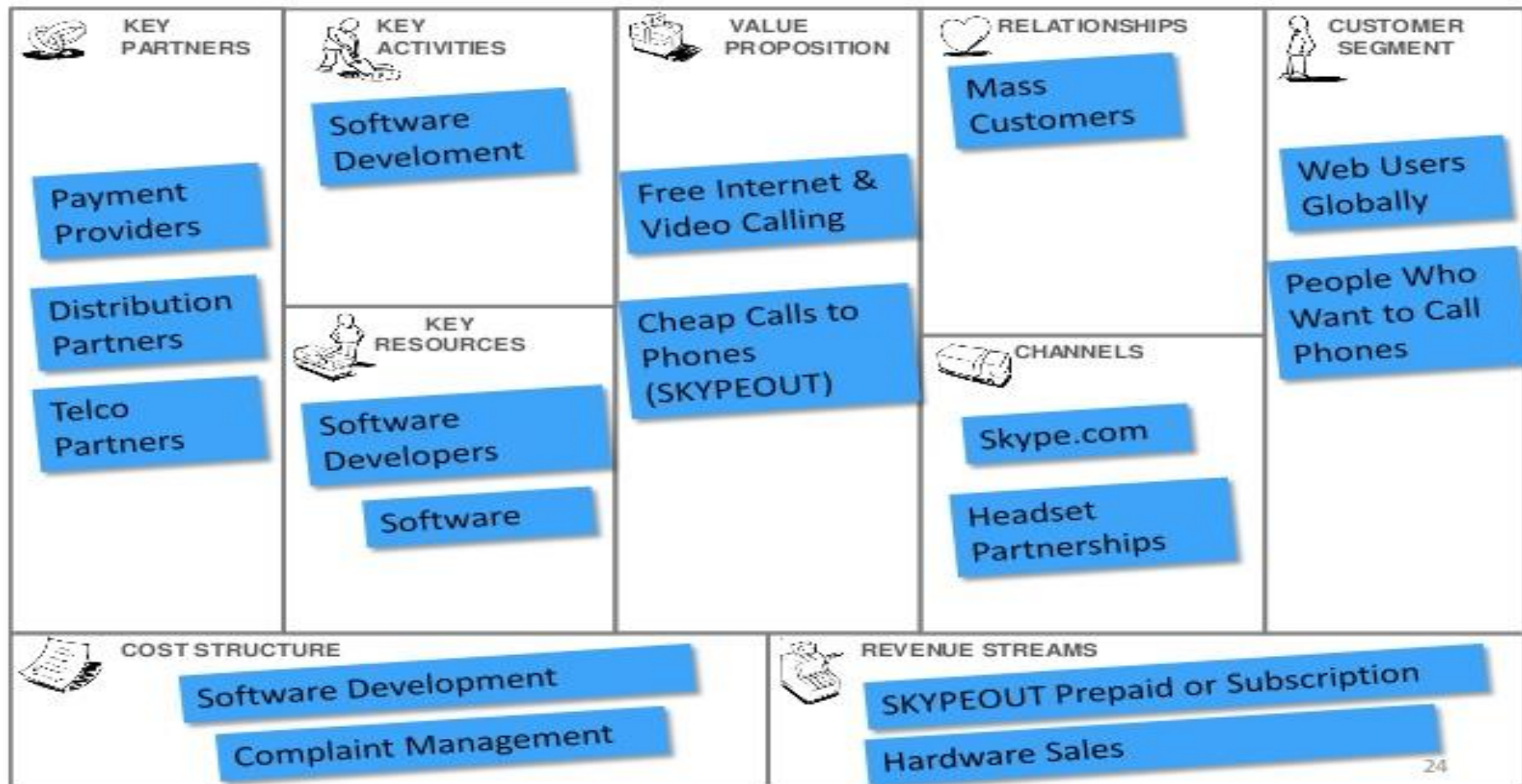
What will it cost?

COST STRUCTURE

How much will you make?

REVENUE STREAM

Skype





**DO YOU WANT 50% FUNDING FOR
COACHING, TO ASSIST YOU TO IMPLEMENT
THESE INTO YOUR BUSINESS**

go.twh.co.nz/nman





DO YOU WANT THE SLIDES

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