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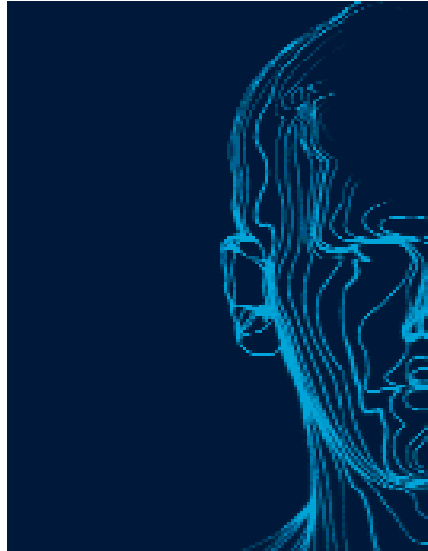
# Today's business imperatives

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**1-2 December 2005**

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# Agenda

- The nature of business
- The changing nature of competition
- The changing role of the customer
- The implications for Human Resources?
- And finally, the debate



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# The nature of business



# The 'Selling' business -



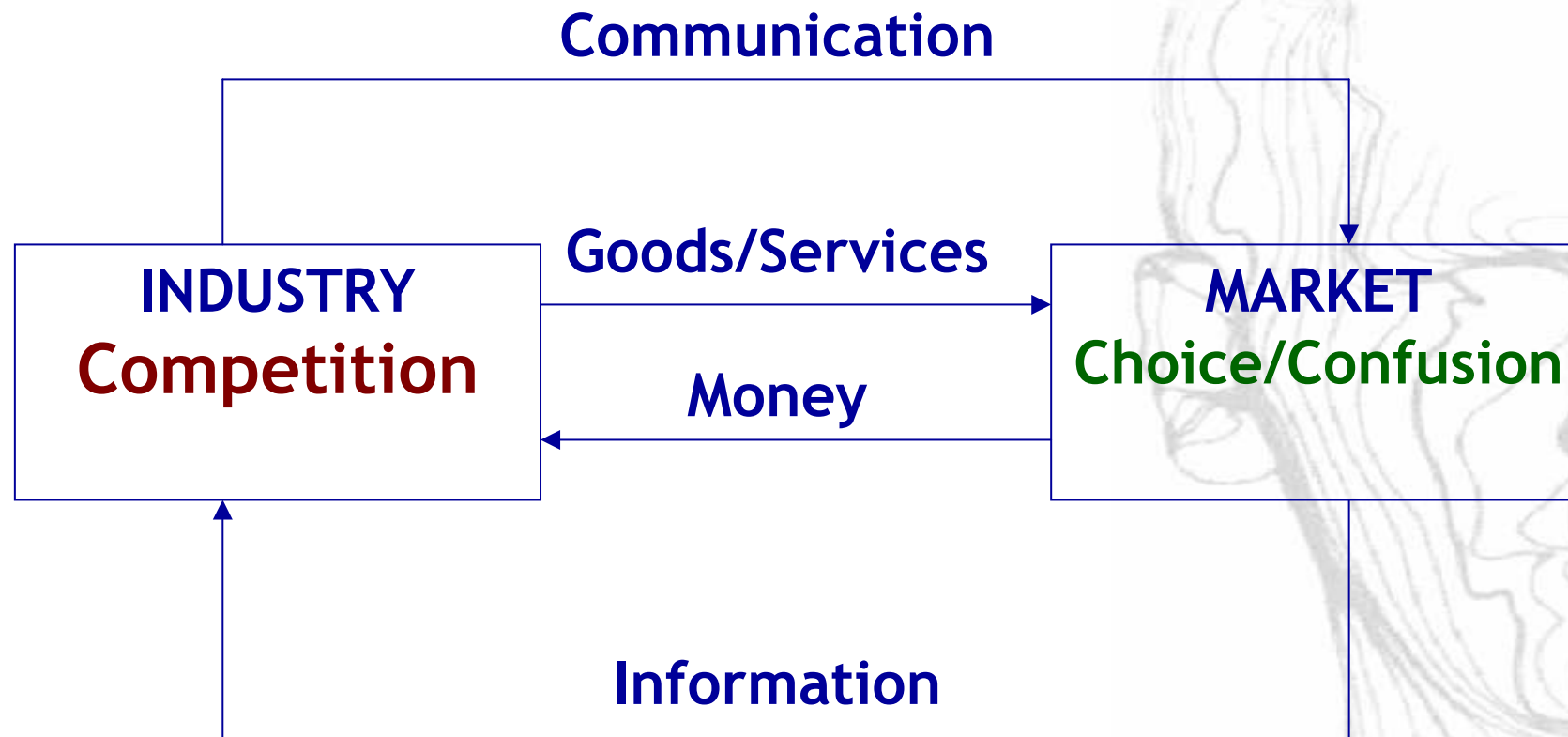
*[Kotler 1984]*

# Competitive business



*[Kotler 1984]*

# Marketing business



[Kotler 1984]

# The Business Driver

*FROM:*

*“The purpose of business is to maximise profits”*

***FROM:***

- ***Internal focus***
- ***Product focus***

*TO:*

*“The purpose of a business is to create and keep a customer”*

***TO:***

- ***(Real) External focus***
- ***(Real) Customer focus***

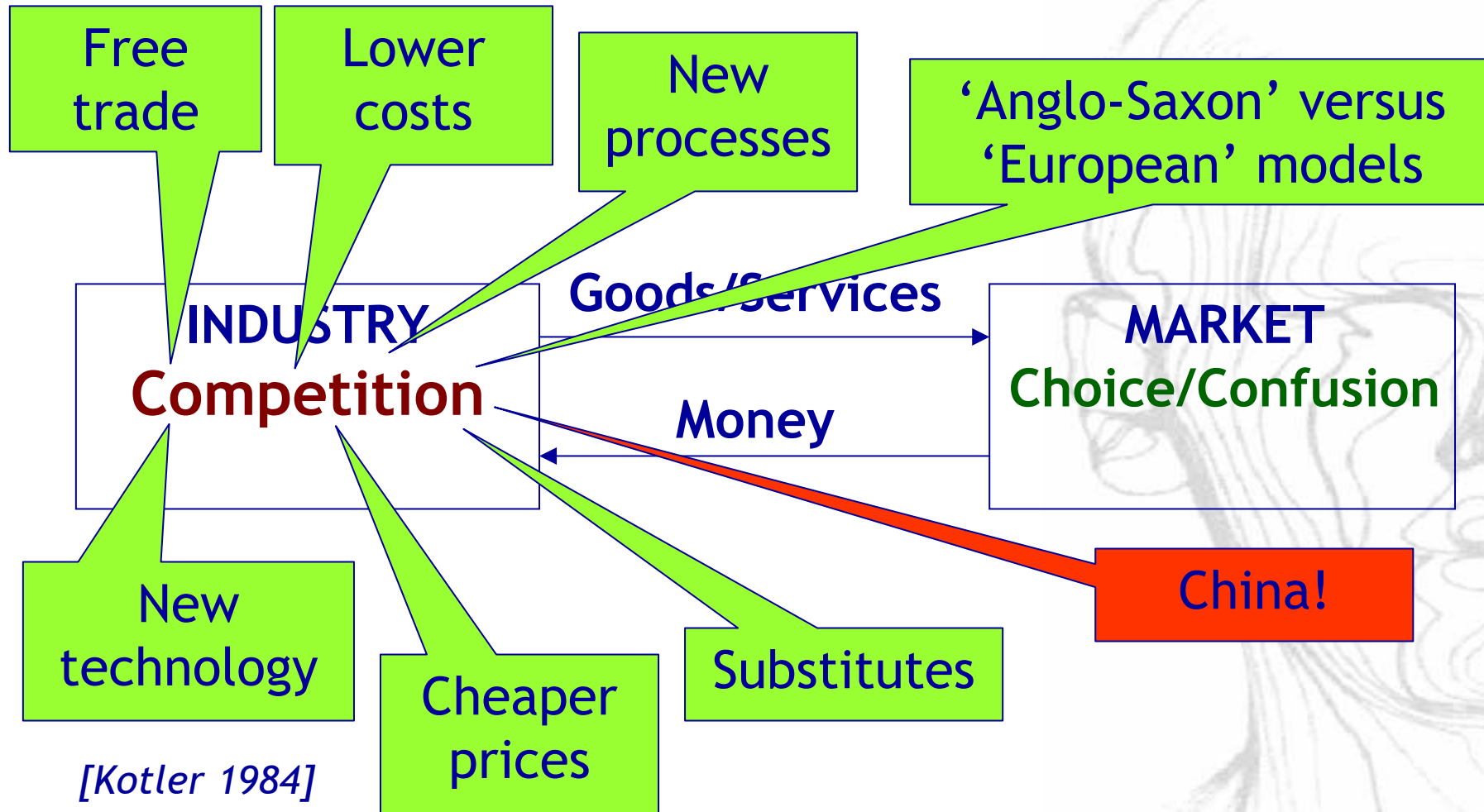


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# The changing nature of competition



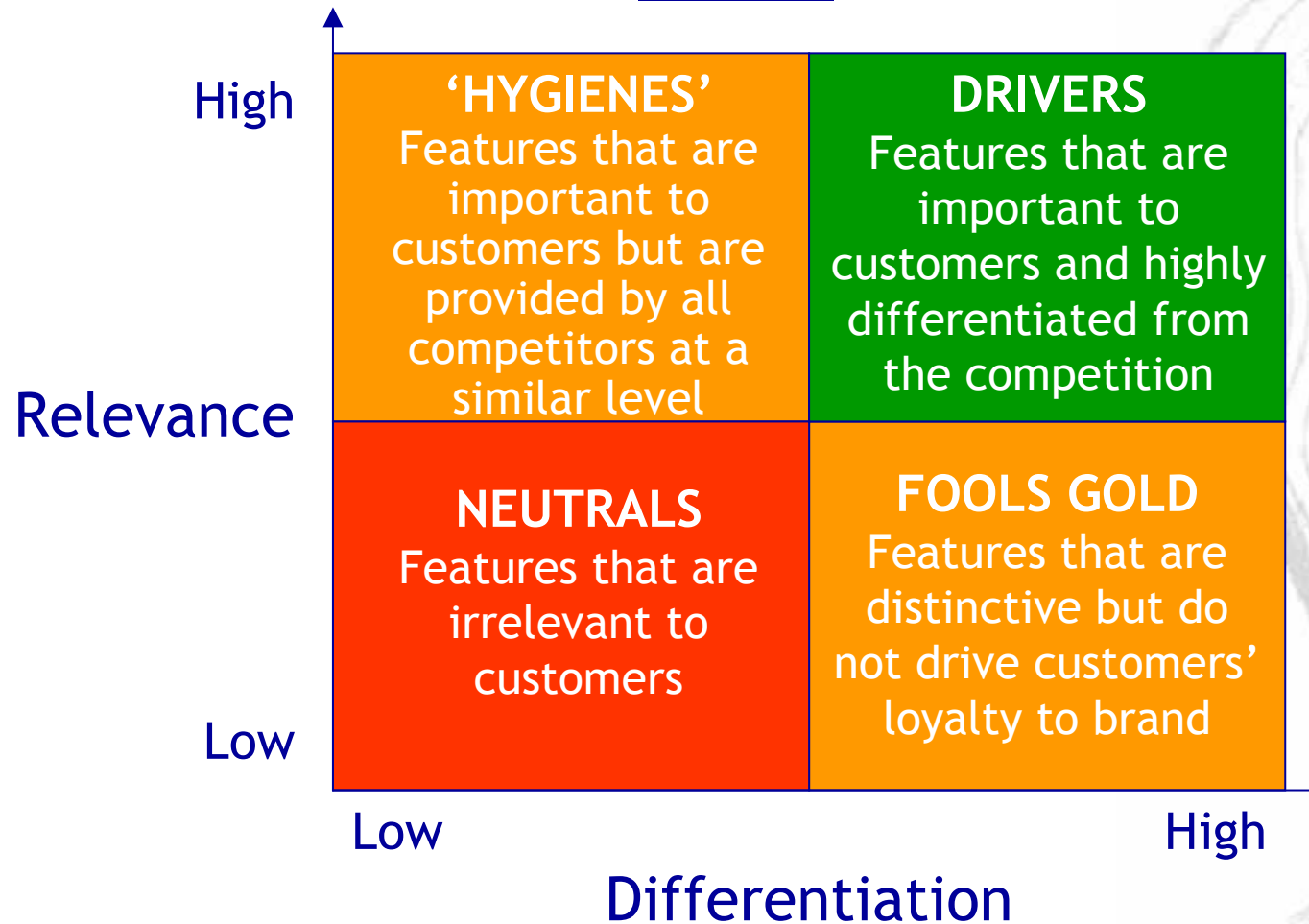
# Changing competition



# Differentiation

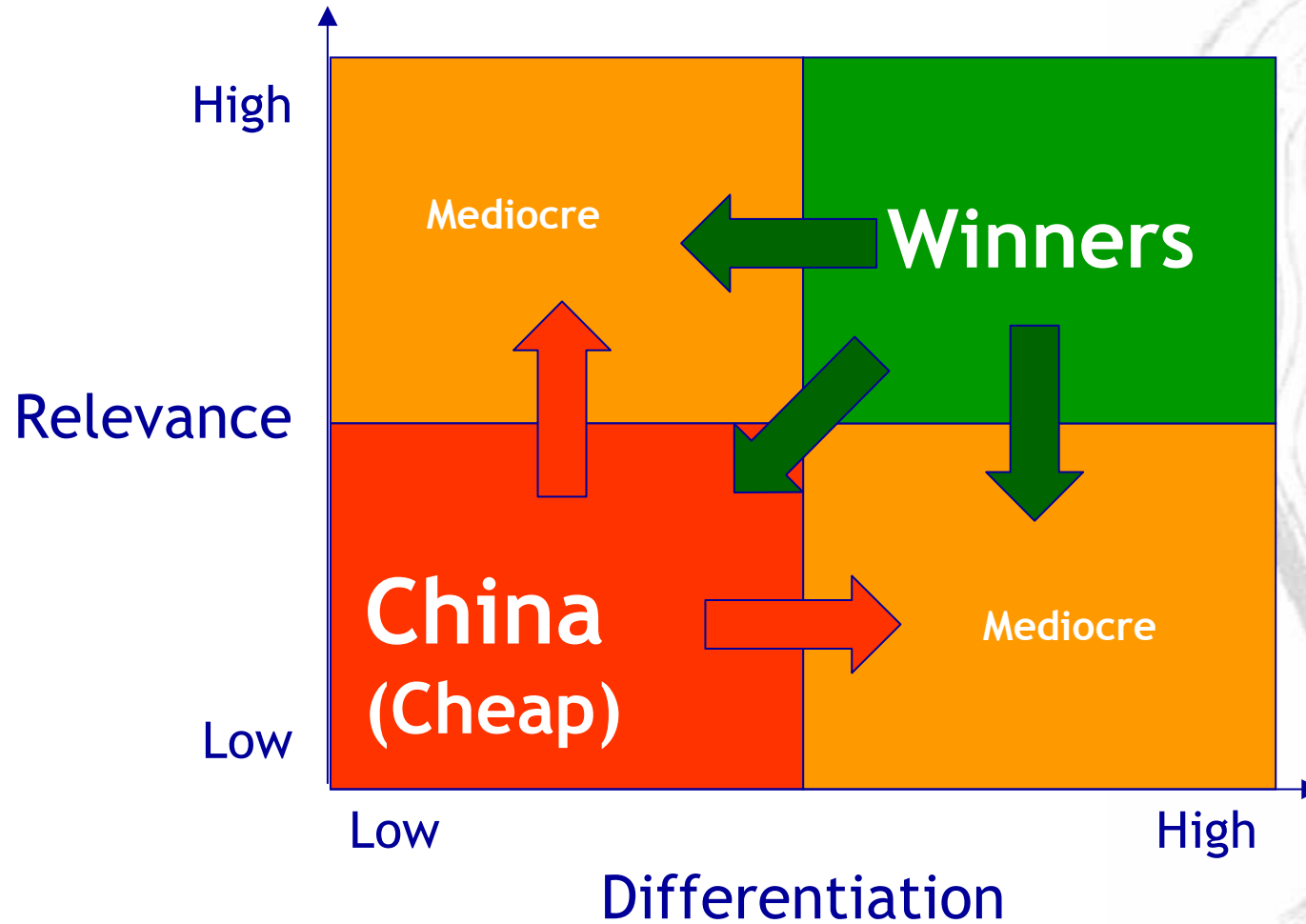
- Porter's second generic strategy, **differentiation**, helps to achieve **competitive advantage** when ***“a company seeks to be unique in its industry along some dimensions that are widely valued by buyers”*** (Porter 1985).
- ***“If the three keys for selling real estate are location, location, location then the three keys of selling consumer products are differentiation, differentiation, differentiation.”*** Robert Goizueta - former chairman, Coca Cola company

# Differentiate to your market's needs

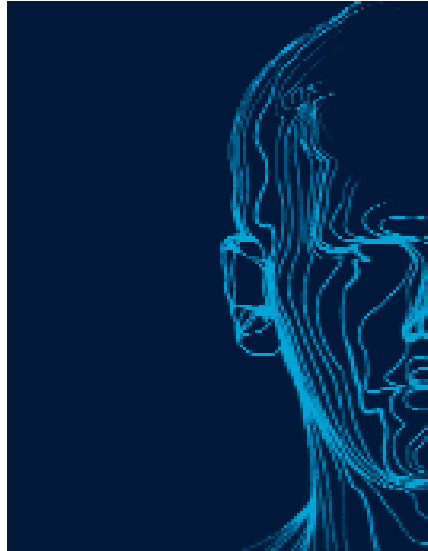


Source: Adapted from: Aufreiter, Elzinga, and. Gordon, 2003

# Or, be 'Differentiated' out of business



Source: Adapted from: Aufreiter, Elzinga, and. Gordon, 2003

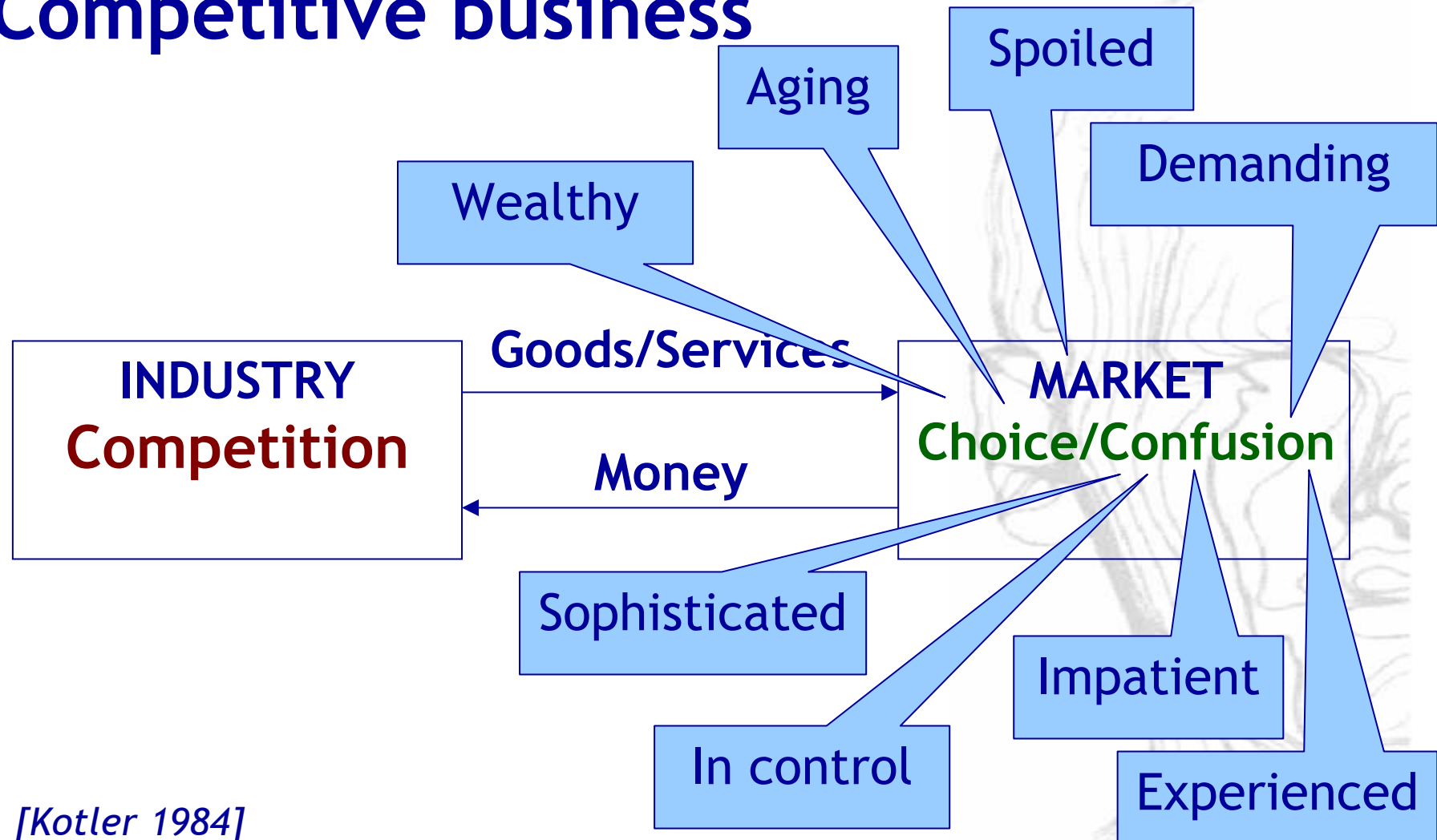


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# The changing role of the customer

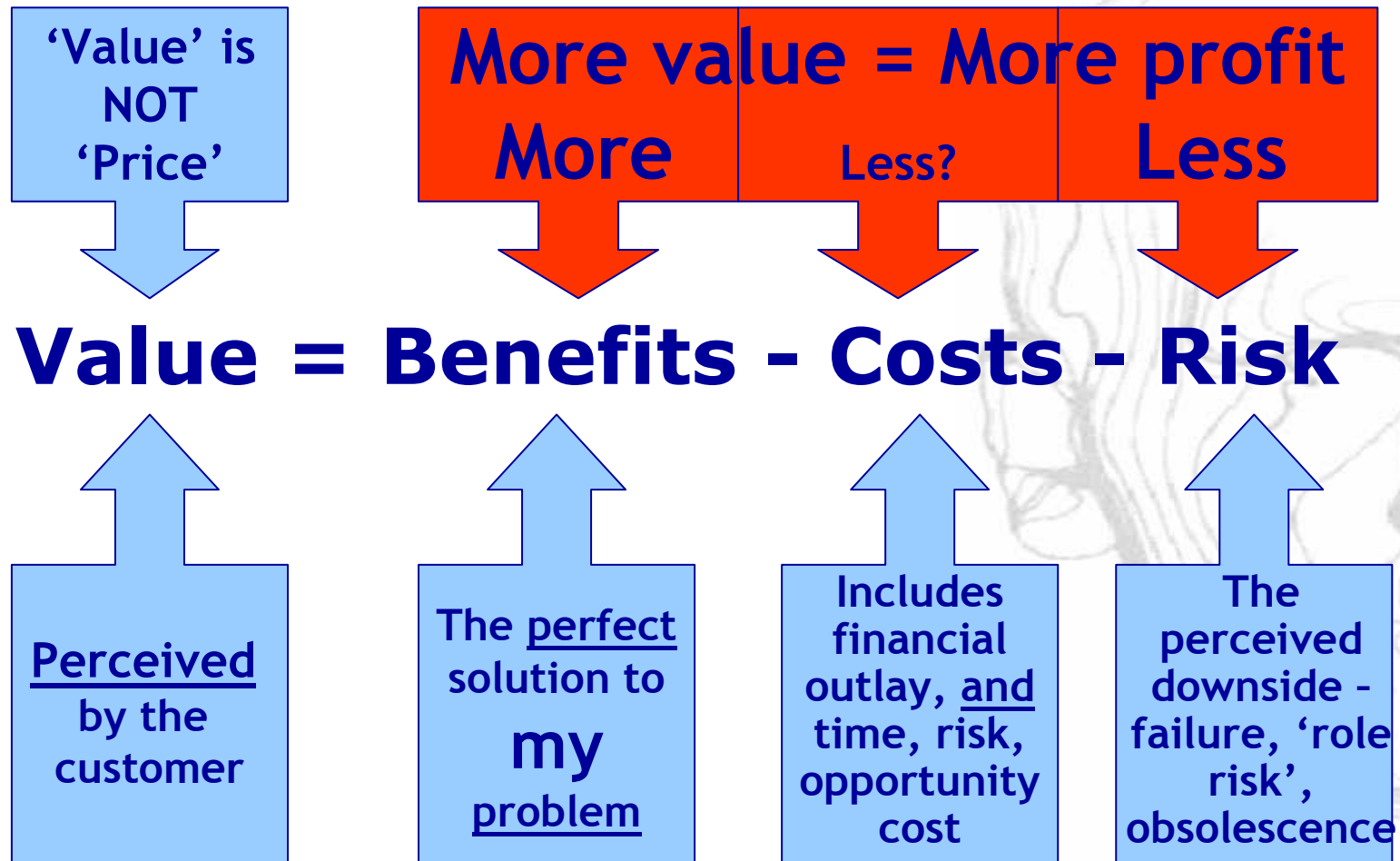


# Competitive business

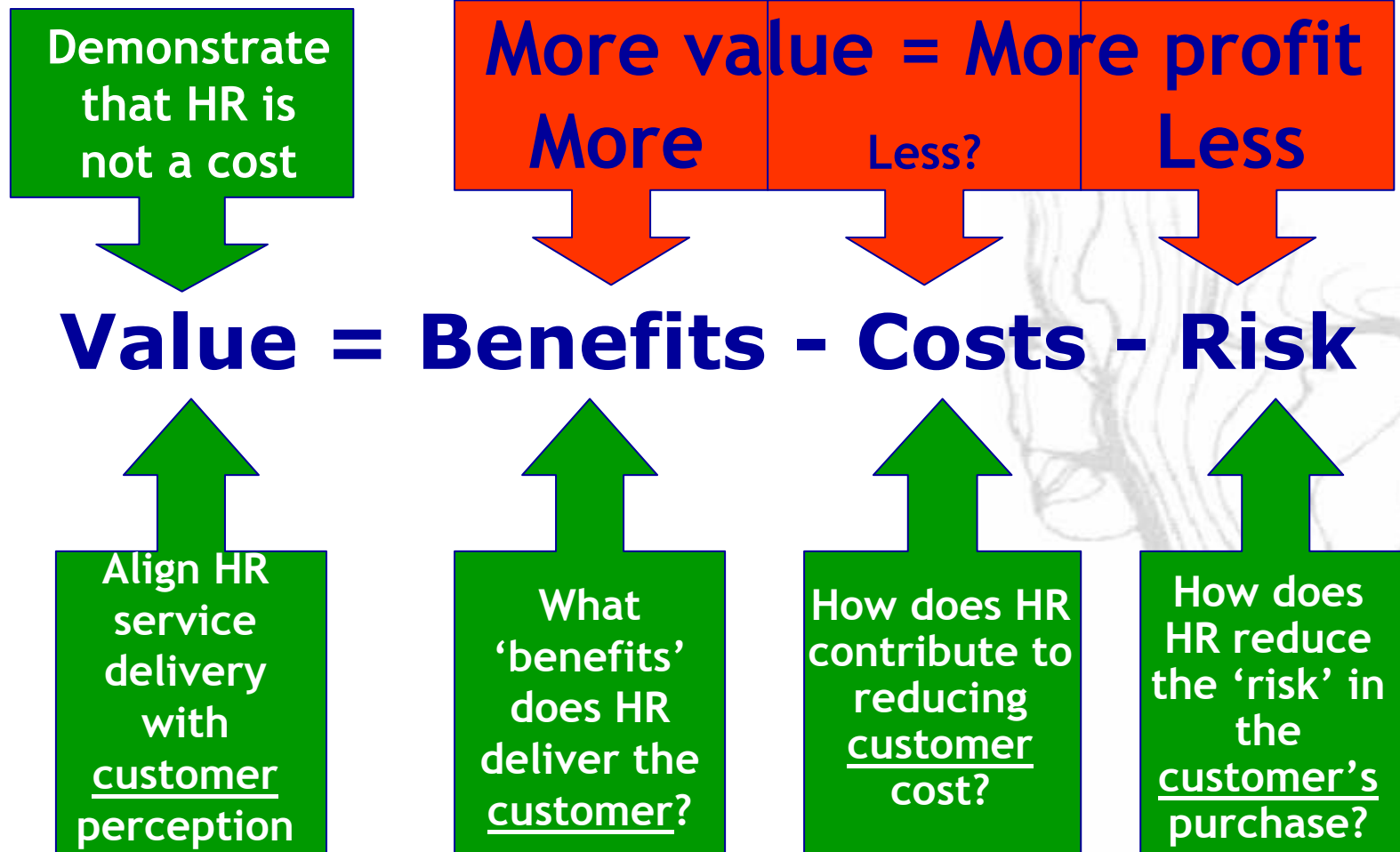


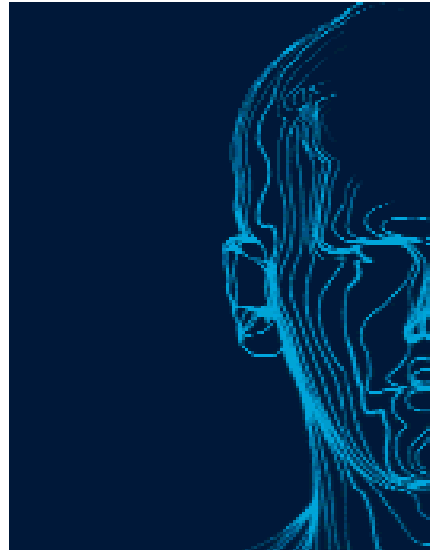
[Kotler 1984]

# Its all about Customer Value



# People and Customer Value?





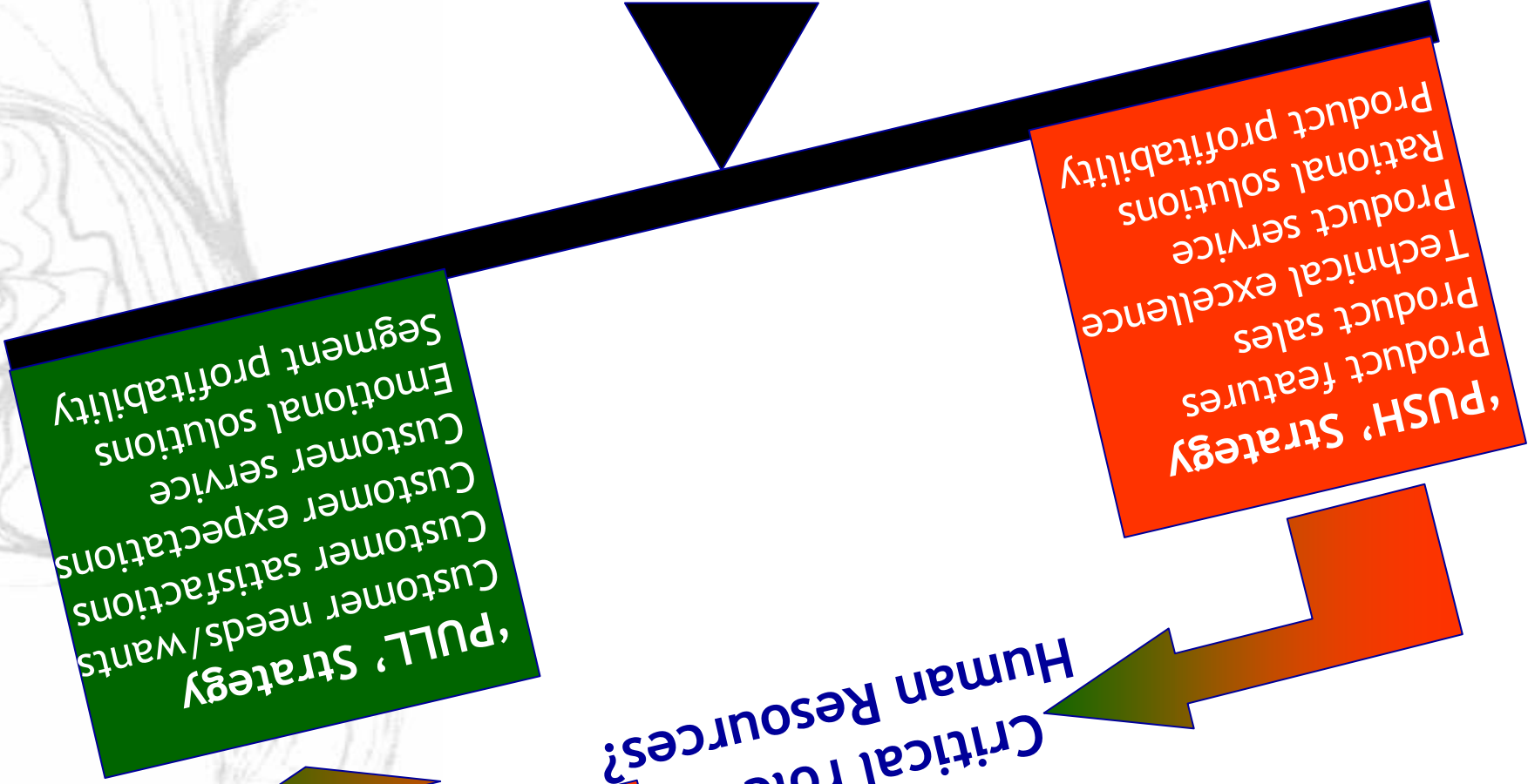
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# Implications for Human Resources?



# The agenda is change - or die

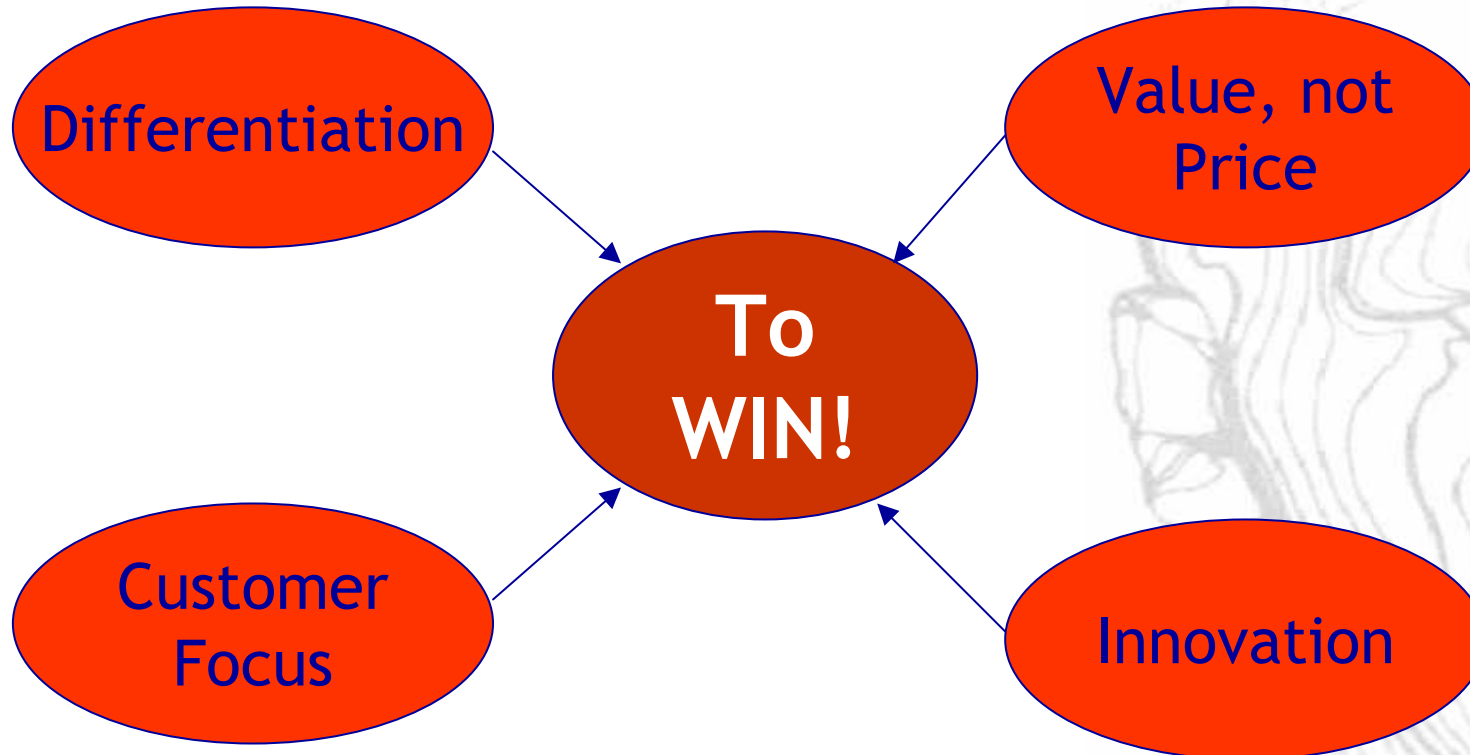
Critical role of  
Human Resources?



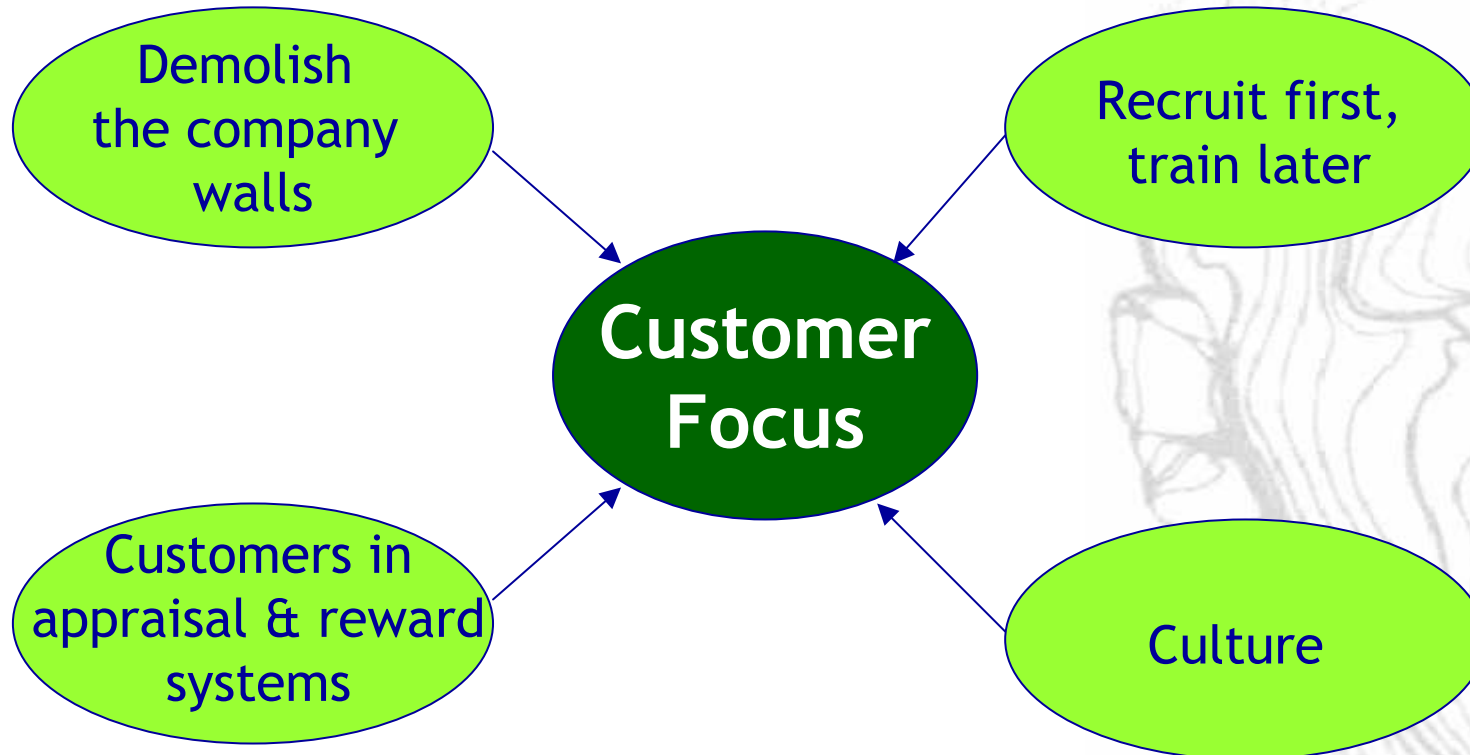


# The Imperatives for Human Resources - What is the **MARKET** demanding?

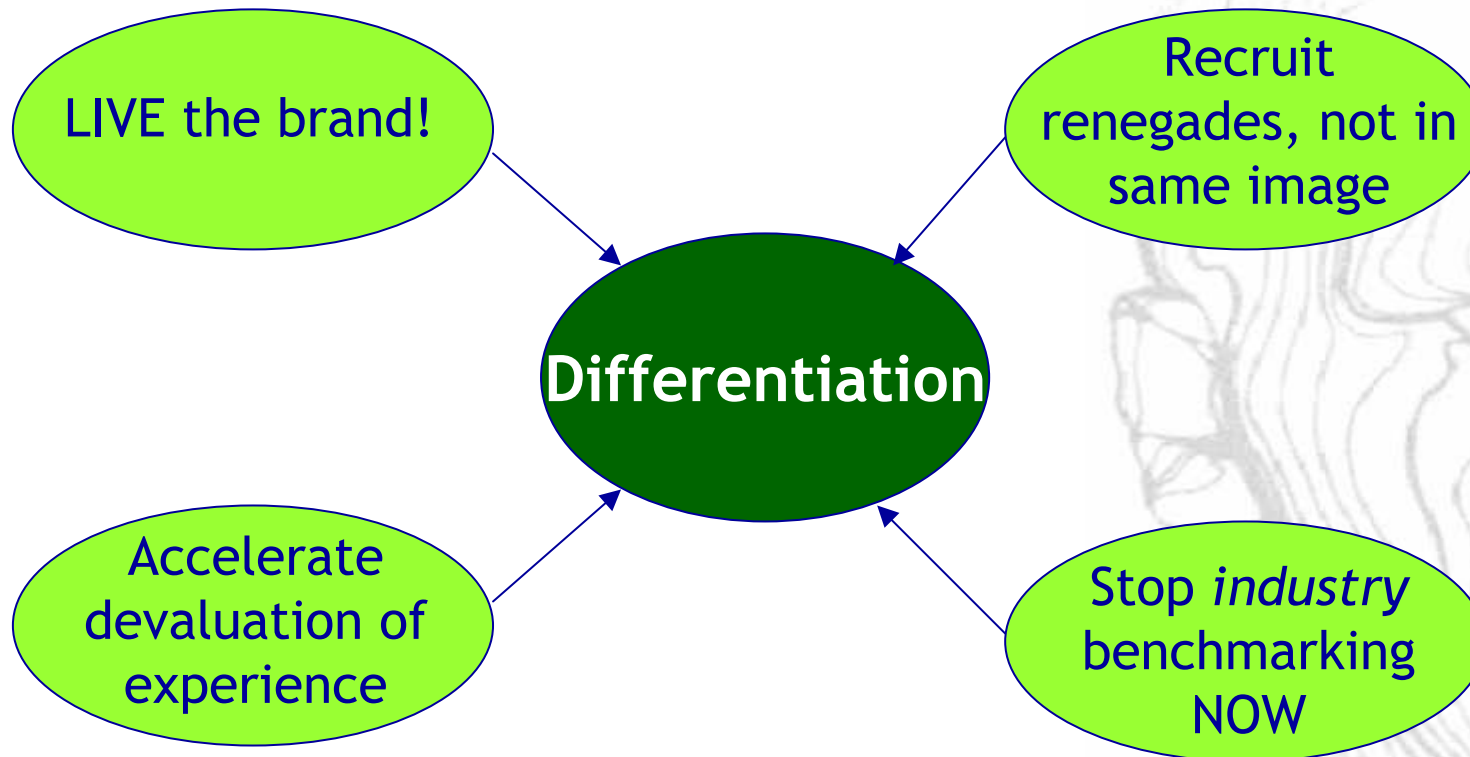
# The business imperatives



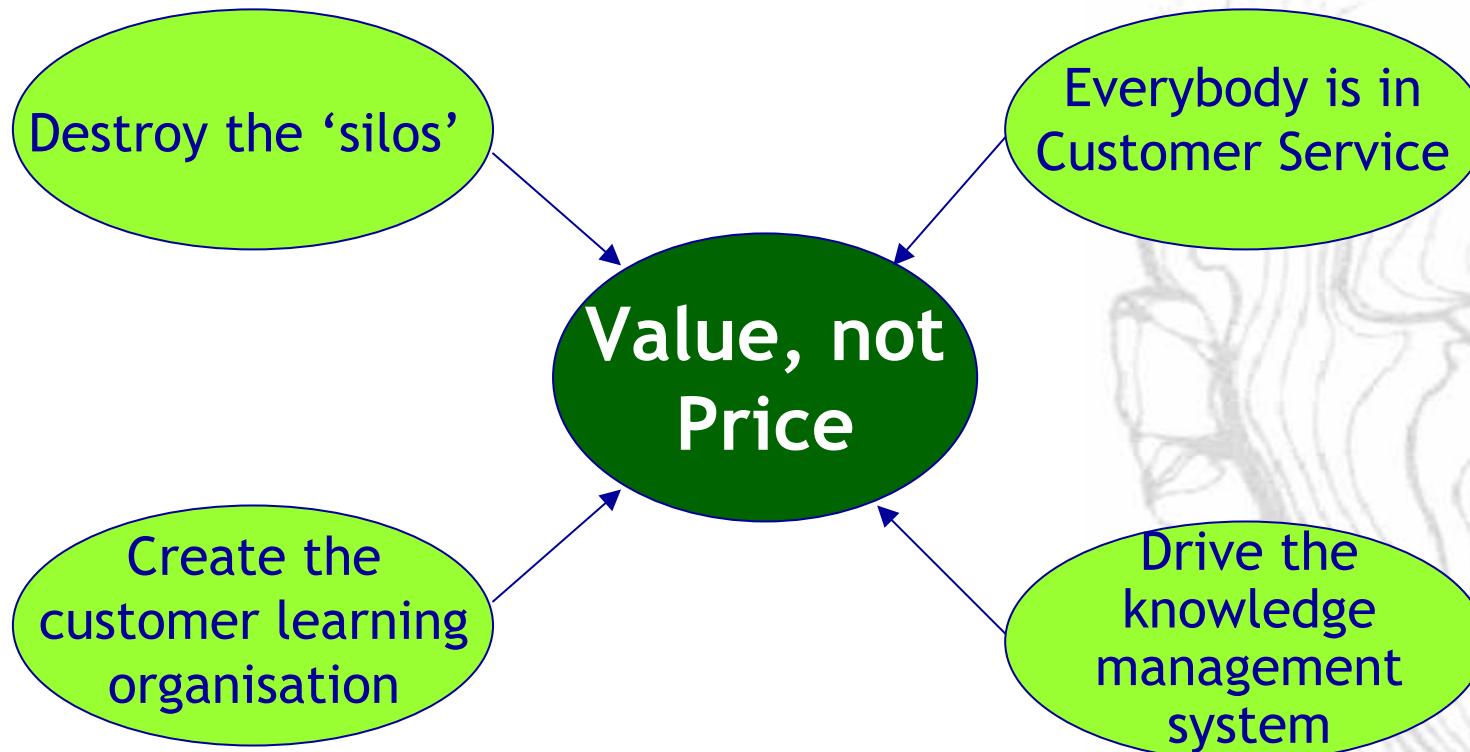
# The imperatives for HR?



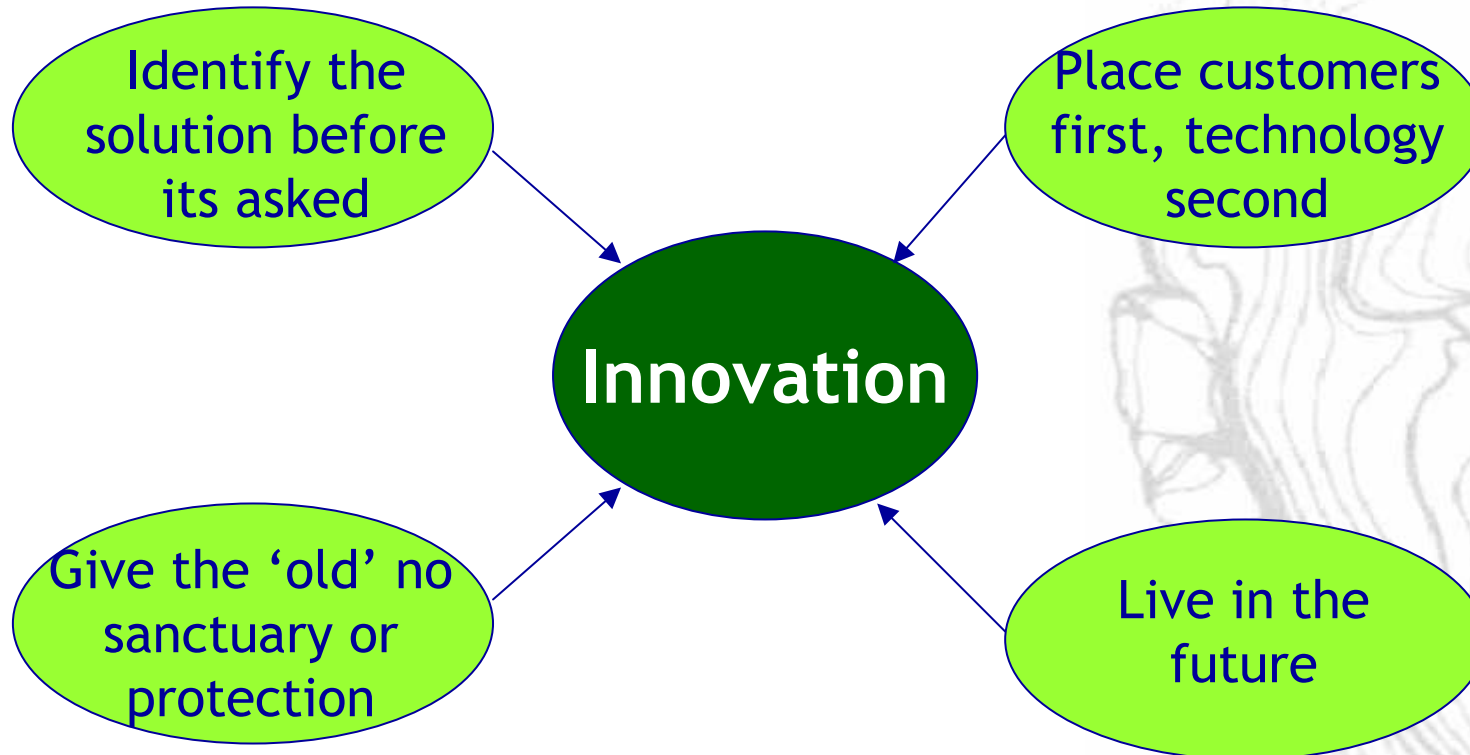
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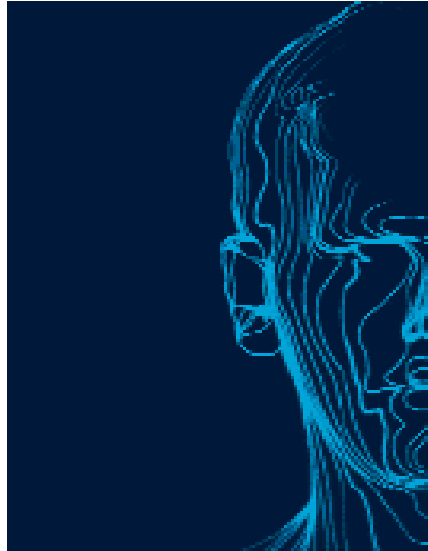


# The imperatives for HR?



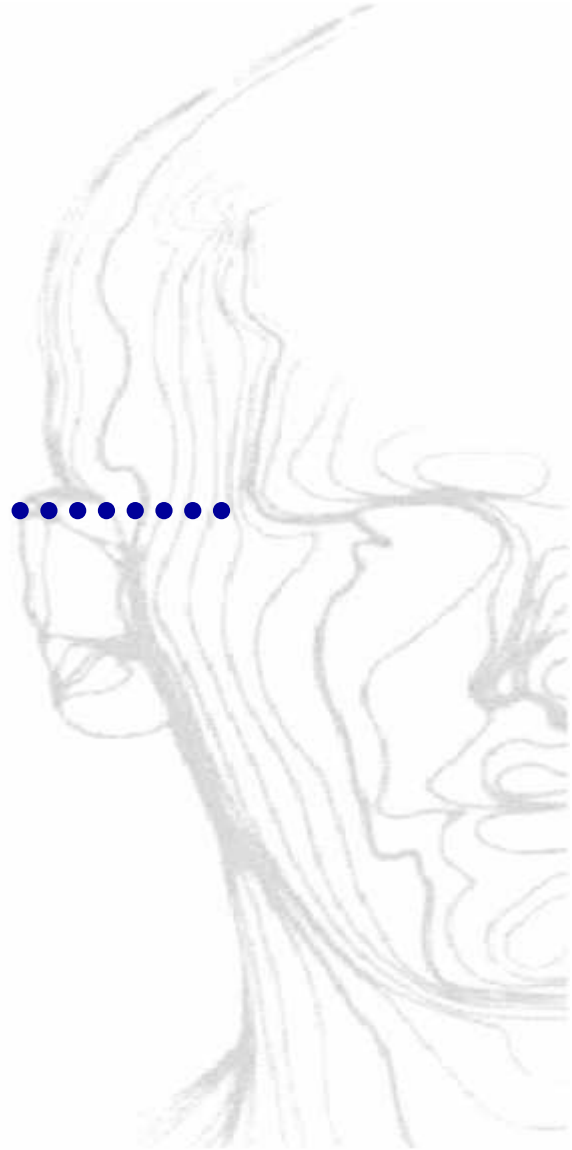
# The imperatives for HR?





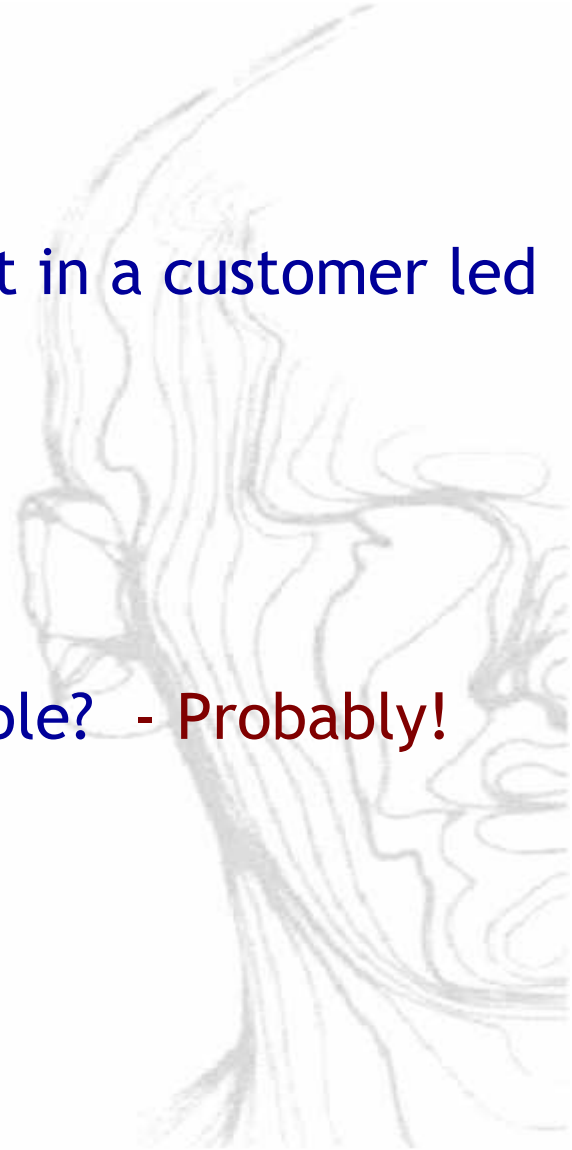
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**And Finally.....**



# Starting the debate.....

1. What would we expect to see different in a customer led HR strategy?
2. How do we make it happen?
3. Will that get us a seat at the board table? - **Probably!**



# Thank You



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