



ENZYME INTELLECT

the new **zealand** institute 

Developing international businesses

Success behaviours

May 2010

INTRODUCTION

New Zealand's economic success depends on being able to grow international businesses based on successful innovations

- Taking new products or services to international markets is difficult, so business leaders, managers, and entrepreneurs need to be as effective as possible
- Effectiveness depends in part on behaving in ways that increase the chances of success

Research has identified several behaviours that New Zealand managers should do more often, and has identified how kiwi culture is sometimes an obstacle to success

This document describes behaviours that increase the likelihood of success, that are not used as much as they should, and so should be encouraged

We encourage educators and interested others who are developing New Zealand managers to promote these important behaviours

BE CUSTOMER ORIENTED

Products and services are bought by customers who choose from a range of competing offers

The supplier's task is to ensure their offer is chosen, and to get the best possible price

Developing the best product or service, offering it in the best way, and setting the right price depends on understanding the customer and not “thinking for them”

- What do the customers need? What do they want? How closely does our offer match what they want? What can we do to make it match?
- What are the economics of purchase from the customer's point of view?
- How does the offer compare with offers from competitors?

PREPARE AND PRESENT

Understanding the customer and looking at the business relationship from the customer's point of view is important but not enough

Competitors are very good at presenting their offers and customers are usually busy, sophisticated, and hard to convince

Successful relationship development or sales depends on giving yourself every possible chance

Behaviours that increase the chances of success include:

- Planning the actions that will establish and develop the relationship based on the strategy of your business and understanding what is important to the customer from their point of view not ours
- Developing appropriate messages to convey, providing them in an appropriate format, and rehearsing the pitch
- Tailoring appearance, language, and behaviour to fit in with the expectations, values and conventions of the customer

COLLABORATE

Many New Zealanders value being self-reliant and are sometimes reluctant to ask for help

- Working with others can be time-consuming, expensive and frustrating
- New Zealand's isolation makes collaboration especially challenging and especially important

But there are huge benefits from investing in working with others, including:

- Combining ideas, skills and resources to develop the best possible offer
- Managing more of the distribution channel
- Gaining introductions to people who can help develop the business
- Exposing plans early to constructive criticism and identifying opportunities for improvement

IN SUMMARY, TO ENSURE INTERNATIONAL BUSINESS SUCCESS...

Don't	Do
Assume you understand what the customer wants	Research & understand customer needs, wants, conventions & values and competitor offers
Turn up and demonstrate the product or service	Have a plan to establish & maintain the relationship and make the sale
Arrive in your normal clothes	Dress, communicate and behave to fit in with the customers' expectations, conventions & values
Assume you can do it all yourself	Learn who can help you and how Invest in NZ and international networks

ACKNOWLEDGEMENTS AND REFERENCES

This material has been developed by Rick Boven and Dan Bidois from The New Zealand Institute working with Tony Smale from *eNZyme intellect* and with input from New Zealand Institute members and other commentators

Further information on New Zealand's business culture and opportunities for improvement is available from:

- Perceptions of New Zealand business people – research on how business people in our markets perceive us - very insightful findings: <http://www.nzte.govt.nz/explore-export-markets/Export-Markets-Resources/Pages/Perceptions-of-New-Zealand-research-summary.aspx>.
- DIY Another Day – NZTE introduction to why our DIY approach gets in the road of good business. <http://www.nzte.govt.nz/features-commentary/Commentary/Pages/DIY-another-day.aspx>
- DIY Approach Innovative But Limiting –introduction to the role Kiwi culture plays in day to day business. Includes link to PDF “Playing to our Strengths”
<http://www.nzte.govt.nz/features-commentary/In-Brief/Pages/Report-DIY-approach-innovative-but-limiting-.aspx>
- Standing on the shoulders of science: getting more value from the innovation ecosystem
http://www.nzinstitute.org/index.php/commercialisingscience/paper/standing_on_the_shoulders_of_science_getting_more_value_from_the_innovation/

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