**Vision or delusion?**

An unfulfilled vision is no better than mere delusion, so it’s important to know what you want for your business, so you can reach your goals. Business guru Andy McDougall offers some advice.

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**Knowledge is POWER**

**Hands-on Power Bleaching Masterclass**

Presented by Wyman Chan

Wymam Chan BDS, founder of the smilestudio group. He worked with all major power bleaching systems and performed over 50000 bleaching procedures. Constantly updating his techniques, he also carries out researches with universities on teeth bleaching materials and equipment of which he holds 10 patents. He has trained over 750 dentists at his workshops in the past 5 years.

Fee: £495 + VAT.

Every attending dentist gets FREE dental bleaching products worth £250 + VAT. (Quote DT10)

7 hours verifiable CPD

Venue: London West End

- All areas covered, including the latest developments from the Innovator of dental bleaching.
- Zero Sensitivity with No Fade Back Technique.
- All participants will gain plenty of hands-on experience so attendance is strictly limited to a small group of eight dentists.
- This workshop will benefit users of all power bleaching systems and your whole dental care team.

**Dental Team’s Testimonial:**

*Excellent committee at the end of this, I think the team is made a huge difference – J.Kennel*

*Very interesting day, well thought out seminar and presentation in an excellent manner, proper understanding of tooth whitening - C. Dalton*

*Very informative, intensive, best aspect is the attention to detail - G. Singh*

*Even though I’m not a dentist I found it very interesting - I enjoyed all of it - A. Flora*

*Second to none, the most comprehensive whitening course - A. Naqshpour*

*Given me confidence to market tooth whitening in my practice - I. Edwards*

*Fantastic course, knowledge of predictable results - J. Rawal*

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be achieved in order to succeed. The name given to this process is business planning. From this document everything else sprouts: the budget, the necessary resources (human or otherwise), the sales target, the marketing plan, the training needs, and specific objectives for members of the team. It doesn’t sound as much fun as the ‘blue-sky’ motivational team day, but generating a business plan is the only means by which you can bring your vision to life.

The likelihood is that your current momentum will not allow you to turn your vision into a reality unless specific plans and actions are taken. Even if your recent results have been impressive, this does not guarantee your future will be. No business is immune to changing market conditions which are often driven by external factors outside our control like customers, competitors, government, and the economy: these and other influences will create an uncertain future and most likely drive the need for change.

Bridging the gap
Having established a true position of where you are today, we must look at tomorrow. What will it take to realise your vision? Is your goal to exit the business in five years? Is it to double in size, or to make an acquisition? Or maybe your business is in trouble and you want to turn it around and take it to the next level? The key is to build a model at the macro level, which will tell you what must happen to make the dream come true. You need to be honest in the process. The model will tell you how realistic your achievement is. For example, if the only way to achieve your dream is to triple the size of your business every year for the next five years, you might want to rethink your vision.

Once you have ascertained that your vision is achievable the question is, will your current momentum over future years deliver it or will there be a gap? The business planning process enables you to assess the gap and to find strategies for closing it. The plan will break down the overall journey into deliverable milestones and will not only identify where the business must be in any given month and year ahead, but translate the key drivers that will underpin success. Your plan has mapped out what has to take place in each of the crucial areas of your business and the exact deliverables team members must achieve – so congruence of business and people objectives is realised.

Managing performance
The essential bit is to keep the performance of the business on track through regular review of the numbers and lots of other key metrics. Through the production and analysis of monthly management accounts you can track real performance against targeted performance ensuring corrective action is taken whenever the results move off track.

Performance management is not just a numbers game. There is a saying that what gets measured gets done. But as the key behind any successful business is its people, without the right team not much can be done about the rest. The key drivers in the plan will only be achieved if someone is responsible for making them happen. So our performance management system will include the performance of our people. Regular reviews to identify the things that have been done well and those that require improvement, along with the associated training and development, ensure everyone in the business aims for the same target.

A business plan is the only means of translating what is essentially pie in the sky into the kind of business you dreamed of owning. By breaking things down into detailed bite-size chunks in this way, and ensuring you stay on track month by month, we have in effect created the blueprint for translating the vision into a reality.

The only way to create your future is to plan it.