

# From the Handbook for Business, the Bible

## Supplement 2: Visions - the Good, the Bad and the Ugly

### Examples of GOOD visions, that impacted the marketplace and the world:

**Ray Krok, McDonald's:** *Fast food*

**Rupert Murdoch, Sky TV:** *A global satellite television network*

**Larry Page, Google:** *All information available to everyone as they need it*

**Fred Smith, Fedex:** *Anywhere is USA, absolutely, positively overnight*

**Bill Gates, Microsoft:** *A computer on every desk and in every home*

**Jan M, Forever Exotic:** *A salt lamp in every home in Australia*

**Sonos Music:** *Every home filled with music so listening becomes a valued experience*

**Nabi S, Gloria Jean's:** *To be the most loved and respected coffee in the world*

**Adrian L, LawrieCo:** *Healthy soils, balanced, nutritious food and healthy people*

**Sureway Employment & Training:** *To transform communities by eliminating long term social and economic disadvantage*

### Examples of BAD visions because it's all about them, not others:

**Design Experts** (went broke): *To be Australia's leading Navigator of the Digital World*

**McAleese Group** (unroadworthy trucks caused several deaths): *To leverage our scale, track record and management expertise to develop profitable, sustainable businesses*

**API** (struggling business): *To be the dominant mass market Health and Beauty Retailer and the best Franchise Partner in Australia*

**Qantas:** *We are focused on building long-term shareholder value in everything we do*

### Examples of UGLY visions of businesses that failed during the 2008-09 financial crisis:

**Centro Ltd** (shopping centres): *To maximise risk managed returns to shareholders*

**City Pacific Ltd** (Funds Managers): *To improve the net financial worth of shareholders and investors*

**Babcock & Brown Ltd** (Investment Advisors, in liquidation): *We focus on the creation of long-term sustainable value for our shareholders*

**David Jones** (retailer): *To deliver to shareholders a sustainable value enhancing company with a clear path to ongoing earnings growth*

**Banksia Securities** (in liquidation): *To grow into a highly profitable, non-bank financial institution managing significant investment funds, benefiting shareholders...*

**Australian Power & Gas Ltd** (taken over): *We are focused on building an energy retailing business with strong and sustainable earnings for shareholders*

**Question:** *Can you see the pattern in these examples?*