



# Leveraging Family Business as a Competitive Advantage

Family Business Conference 2025

May 2025

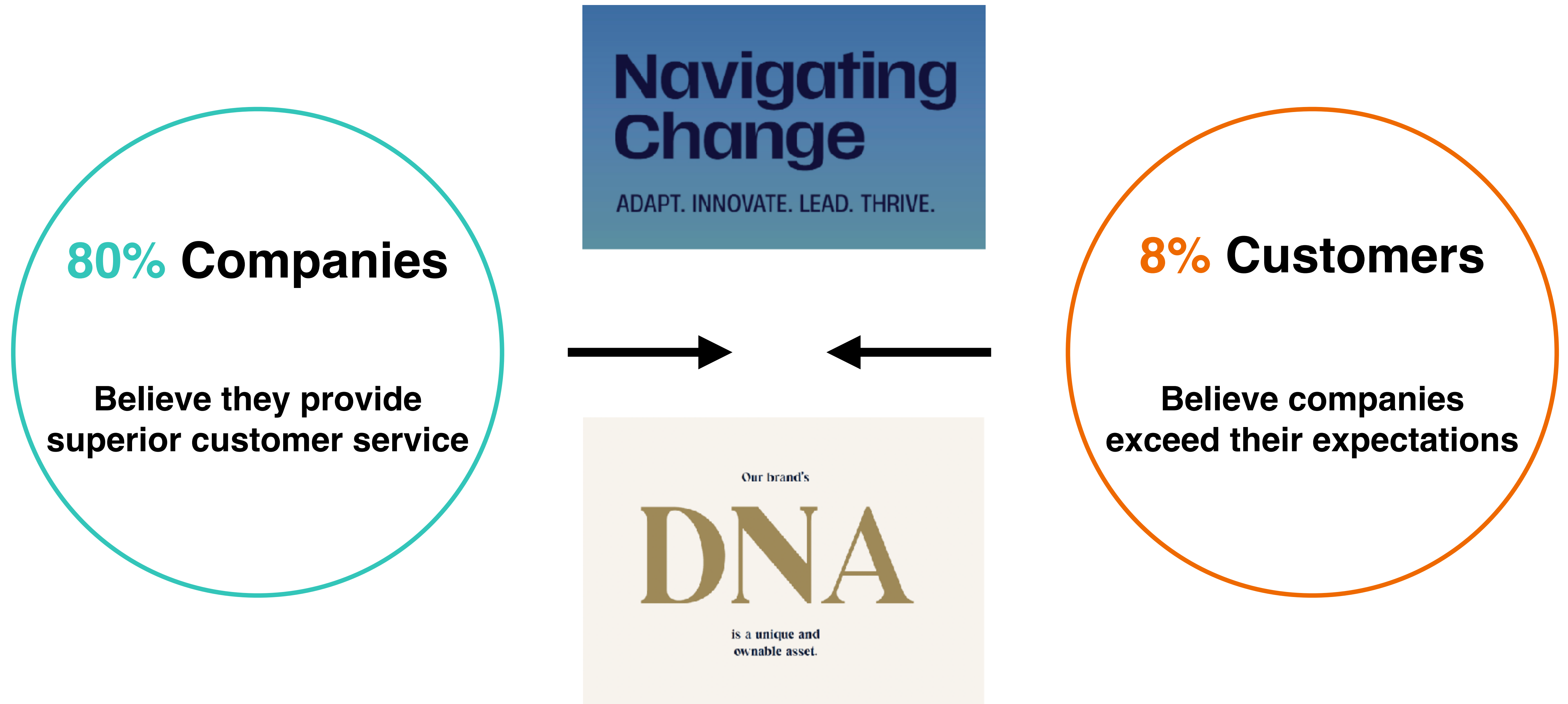


# **Where do we need to apply competitive advantage?**

**“Companies are simply a value delivery system”**

Michael Lanning

# The benefits of closing the customer ‘value’ gap



# LEVERAGING FAMILY BUSINESS AS A COMPETITIVE ADVANTAGE

1.	<b>Defining the Customer ‘Value’ Gap</b>	› Overview of value risk and opportunity
2.	<b>Mapping your customer value</b>	› Test a proven framework that rapidly uncovers competitive advantage and growth opportunities
3.	<b>Unlocking your family business DNA</b>	› Learn a framework to enhance customer value perception
4.	<b>Summarising your value proposition</b>	› The heart of your competitive strategy
5.	<b>Learn from experience</b>	› A.H. Beard insights and Q&A with Garry Beard
6.	<b>Summary &amp; your next steps</b>	› Simple steps to navigate change and thrive



# Defining the value gap



wotnot.com.au/

## Value a Customer *Desires*

- Solutions to their key needs
- Emotional resonance
- Cultural or social alignment
- Ease and simplicity
- Trust and transparency

# Defining the value gap

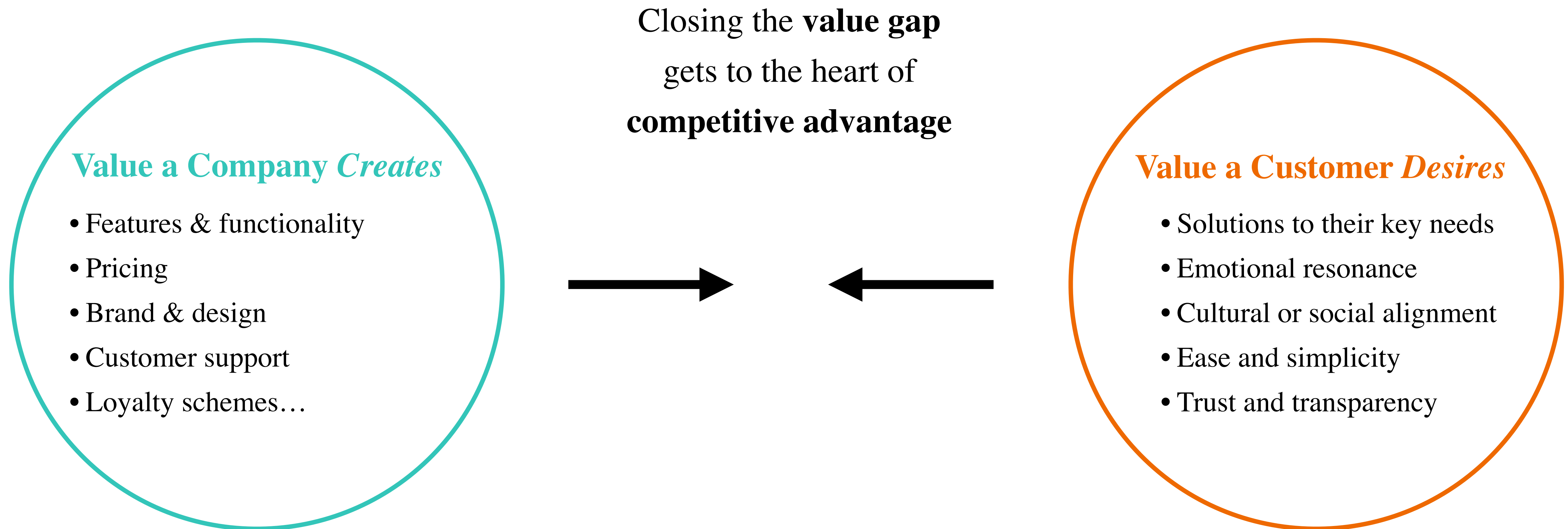
## Value a Company *Creates*

- Features & functionality
- Pricing
- Brand & design
- Customer support
- Loyalty schemes...



[wotnot.com.au/](http://wotnot.com.au/)

# Closing the value gap - to create competitive advantage





# Competitive advantage - enables you to outperform

The unique and important  
'customer value'  
a business delivers...

...enabling it to  
outperform competitors.



## WHY WE'RE UNIQUE

You can taste over 160 years of brewing history in every sip of our ales – and it's their natural conditioning that makes them so special.

<https://coopers.com.au/pages/the-coopers-story>

# What the research says...

Organisations aligned around  
exceptional customer value

are up to

**60%**

more profitable

HBR 2022





# Why creating and sustaining competitive advantage is so important...

Enables your family business to:

1. Attract and retain customers
2. Sustain margins & drive profitable growth
3. Build resilience and survive
4. Enable generational success
5. Attract and retain staff



**70%**  
of businesses are  
family-owned<sup>1</sup>

**50%**  
of the workforce  
is employed in a  
family business<sup>1</sup>

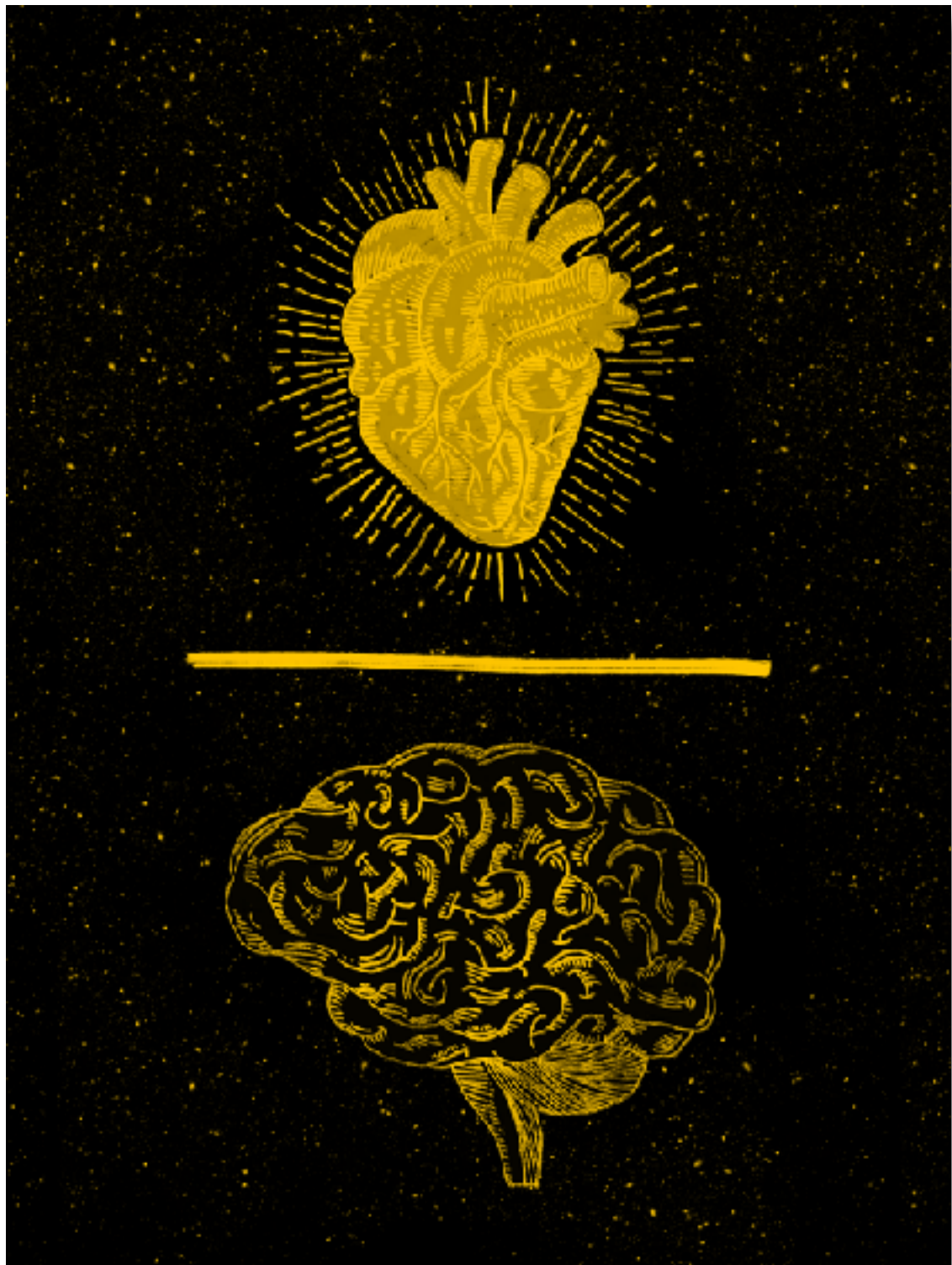
<https://familybusinessassociation.org/publicassets/Family-Business-Barometer-Report>

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# Ultimate Business Challenge



Win and retain the customers' choice

Professor Joe Urbany

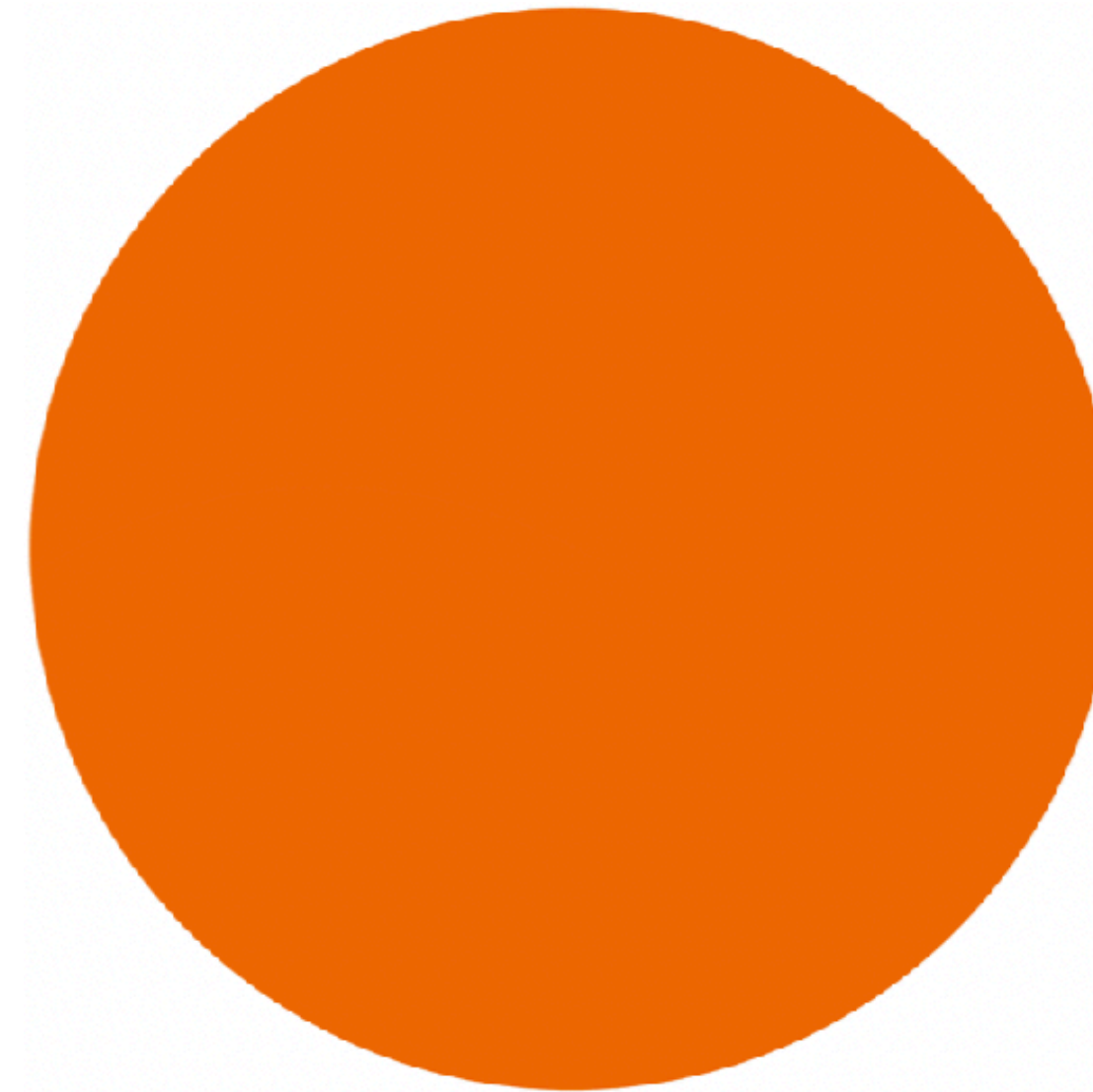




# Start by really understanding the customer



**CUSTOMER**



**Who they are...**

1. Mindset
2. Demographic
3. Segment

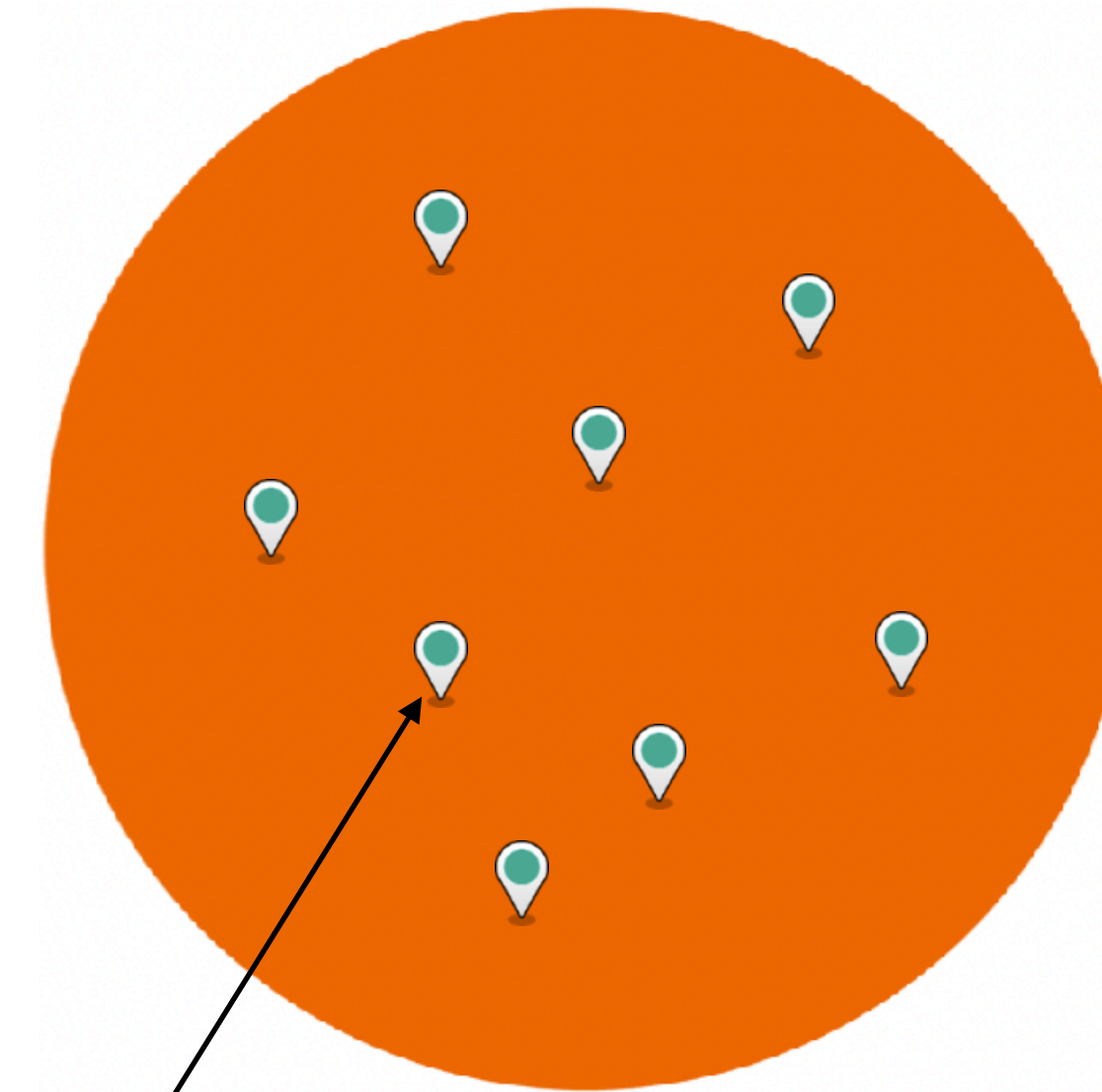


# What do customers value most when purchasing a product/service?



<https://www.haighschocolates.com.au>

**CUSTOMER**



What is their  
**Desired Value?**



## **Choice Factors...**

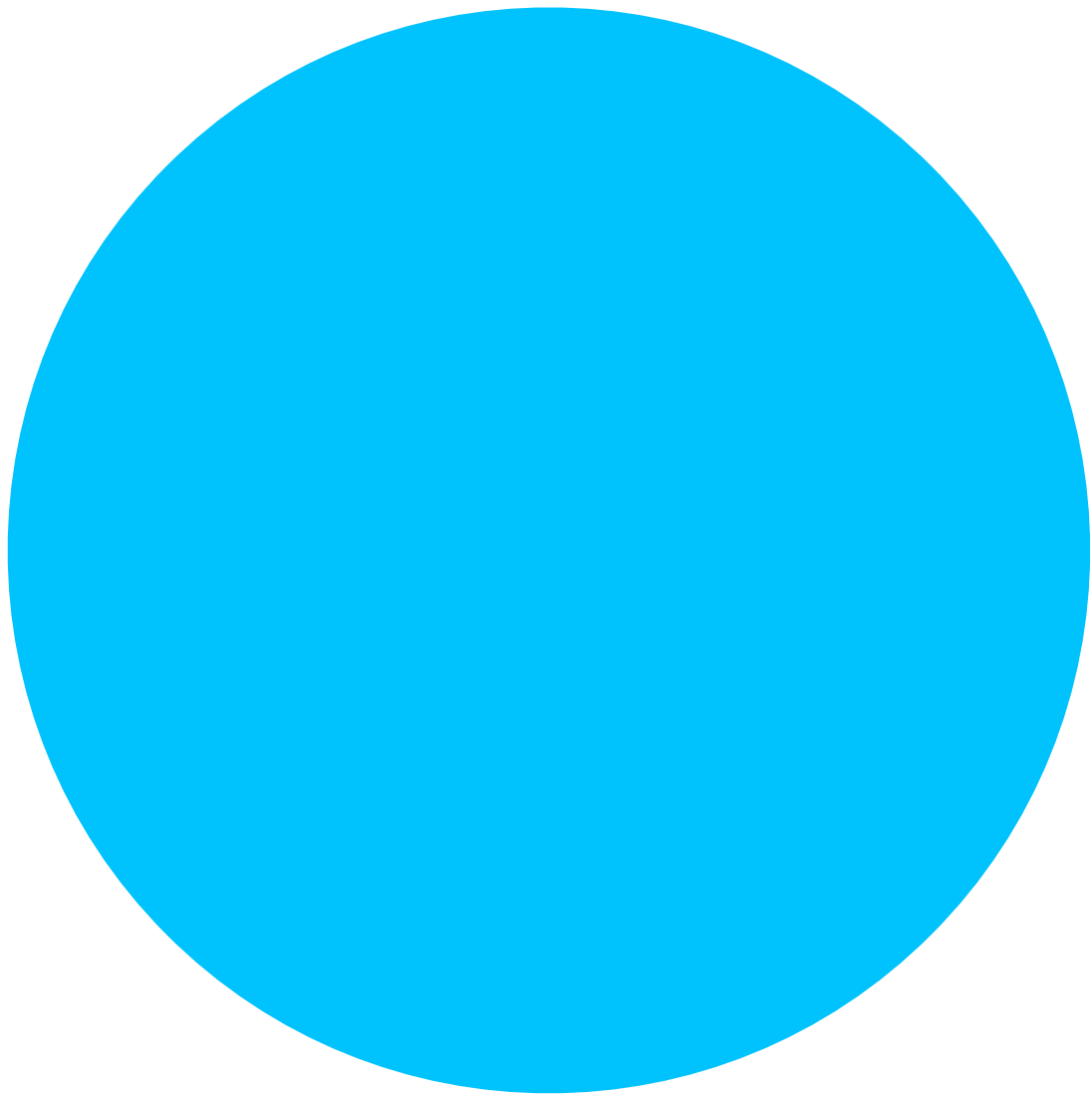
1. Customer's benefits / outcomes
2. Functional + Emotional

# What is the customer perception of the value your brand offers?

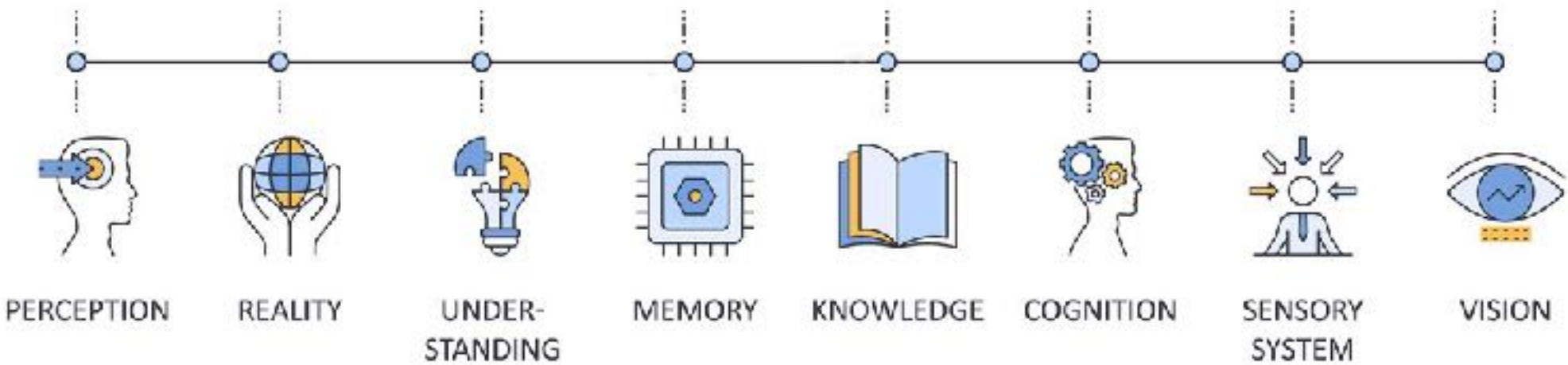
COMPANY

Value Created

Value created by organisational teams everyday

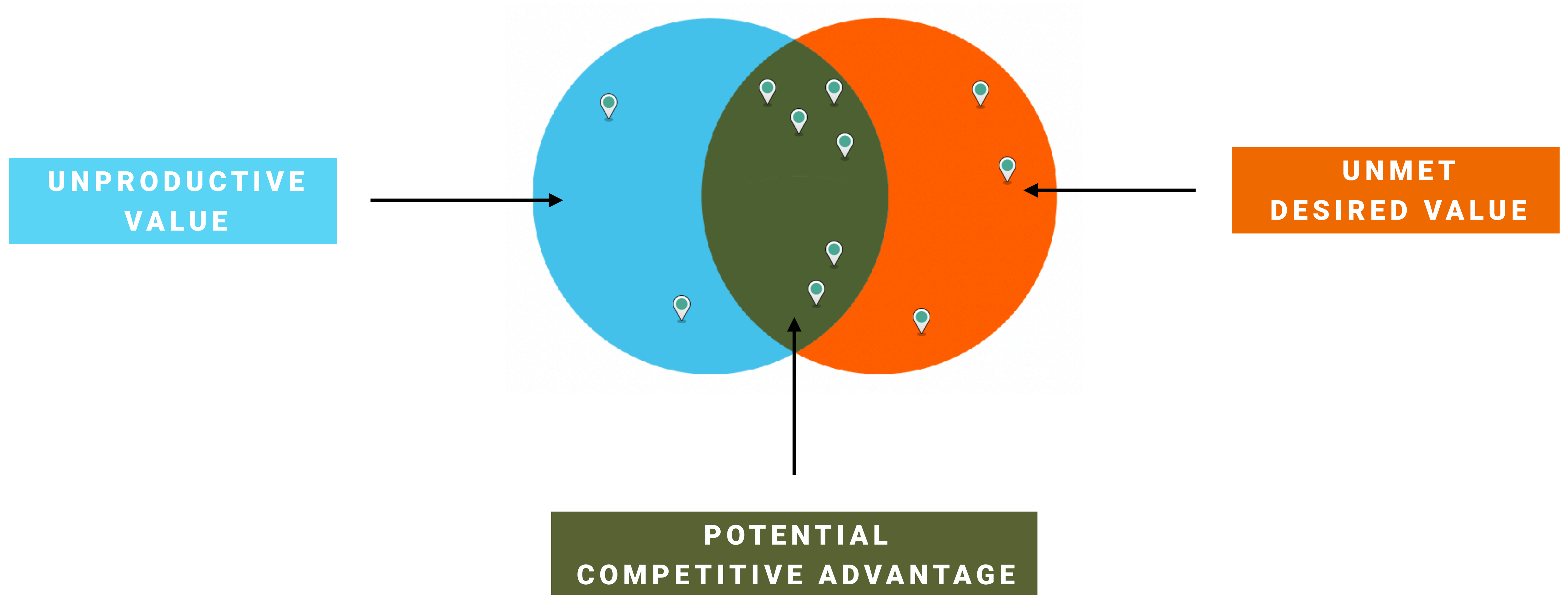


PERCEPTION



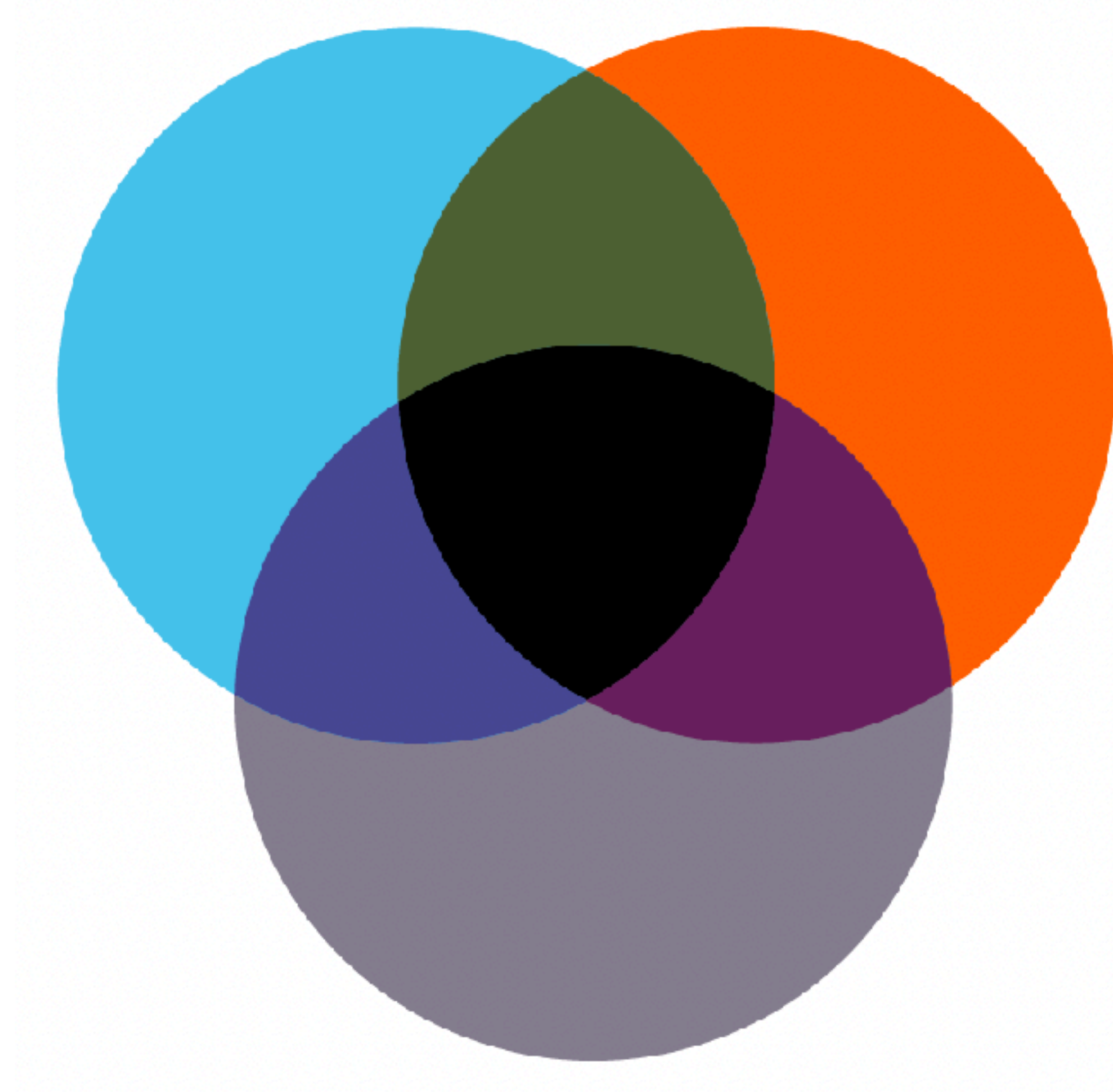


# Why a customer might choose you...



# But... how does the customer compare you with a key competitor?

**VALUE  
PERCEPTION  
YOUR BRAND**



**CUSTOMER  
DESIRED VALUE**

**VALUE PERCEPTION OF  
COMPETITOR BRAND**

**Your Competitive Advantage**

**Your Unproductive Value**

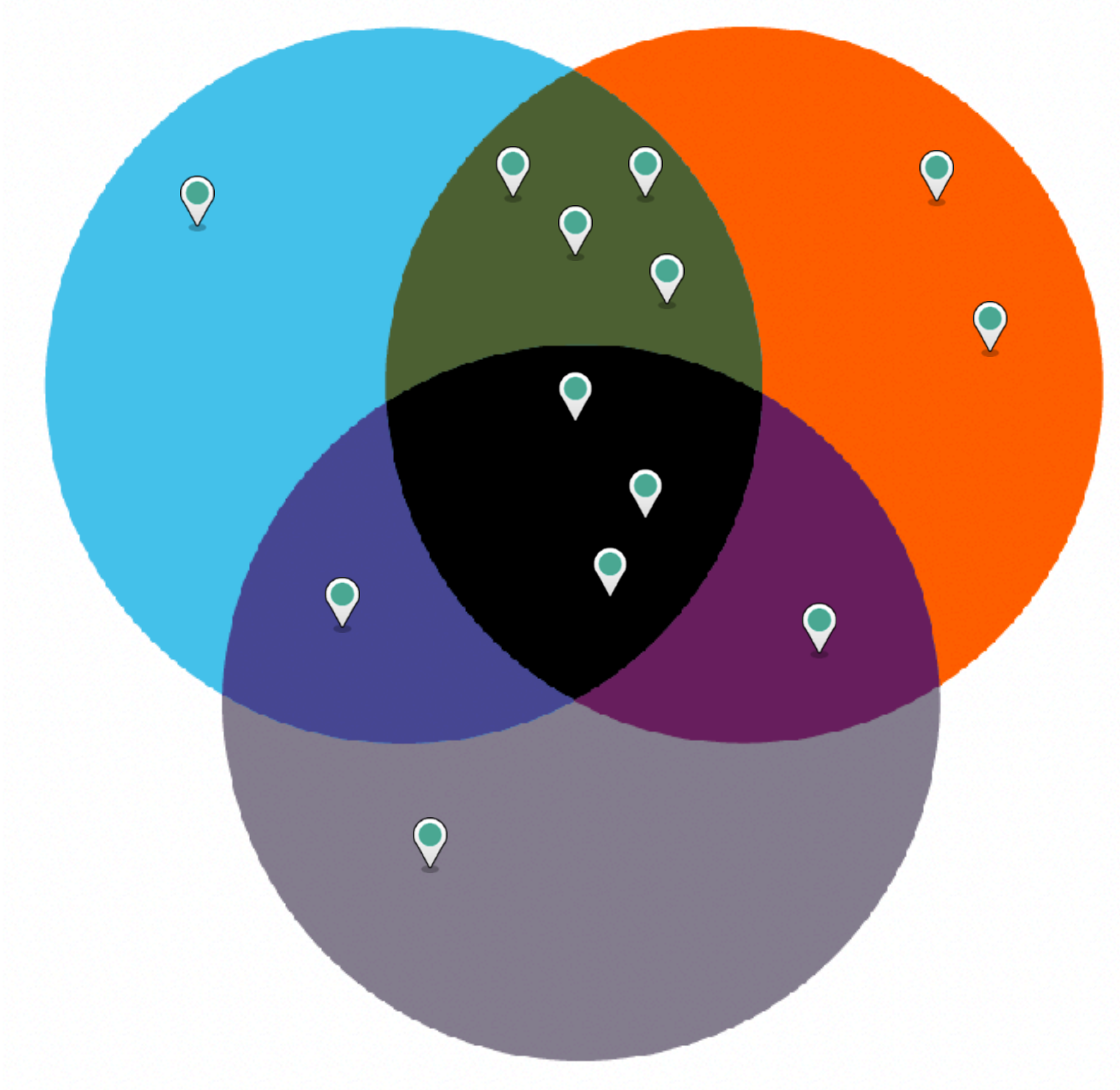
**Shared Unproductive Value**

**Competitor's Unproductive Value**

**Unmet Customer Needs**

**Points of Value Parity**

**Competitor's Value Advantage**



Grow by Focusing on What Matters: Professor Joe Urbany

STEP 1:

When prompted please take 2-3 minutes to complete the following:

Product/Service:

Select one of your products / services

Customer/Consumer

Briefly describe a key customer segment

Competitor

Select one of your key competitors

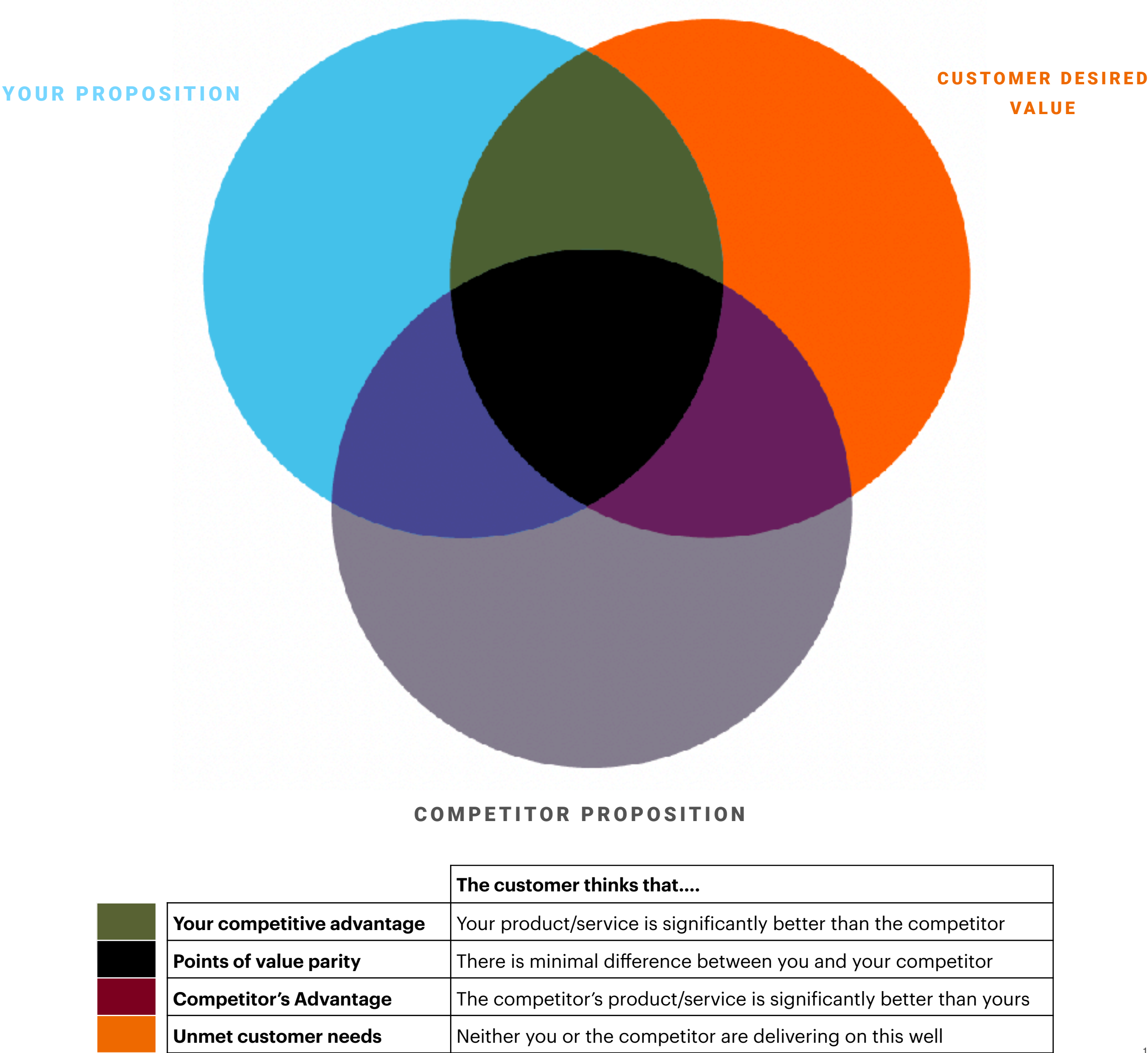
Key Customer Choice Factors

Benefits the customer considers when choosing you or a competitor

1.	
2.	
3.	
4.	
5.	
6.	

STEP 2:

When prompted place the number for each choice factor (1-6) in the map below









# How you leverage this...

1. Use in your leadership meetings
2. Complete the task individually and compare how aligned you are as a team
3. Evaluate strategies to build and retain your competitive advantage
4. Identify areas for innovation
5. Reduce waste
6. Evaluate how you could better attract and retain staff members

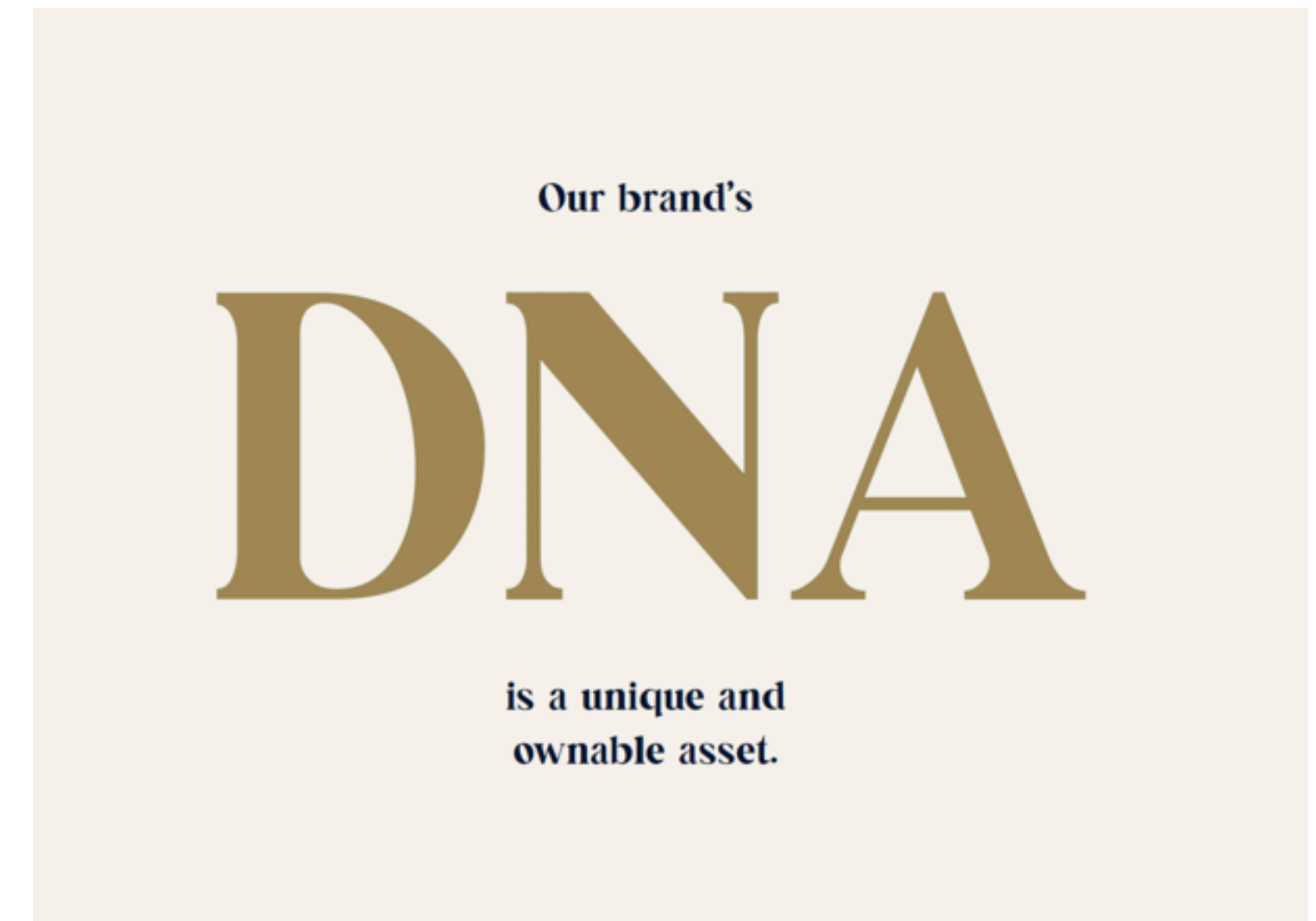
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# What is Family Business DNA?

A combination of beliefs and facts,  
that **represents our origins and  
guides our future.**

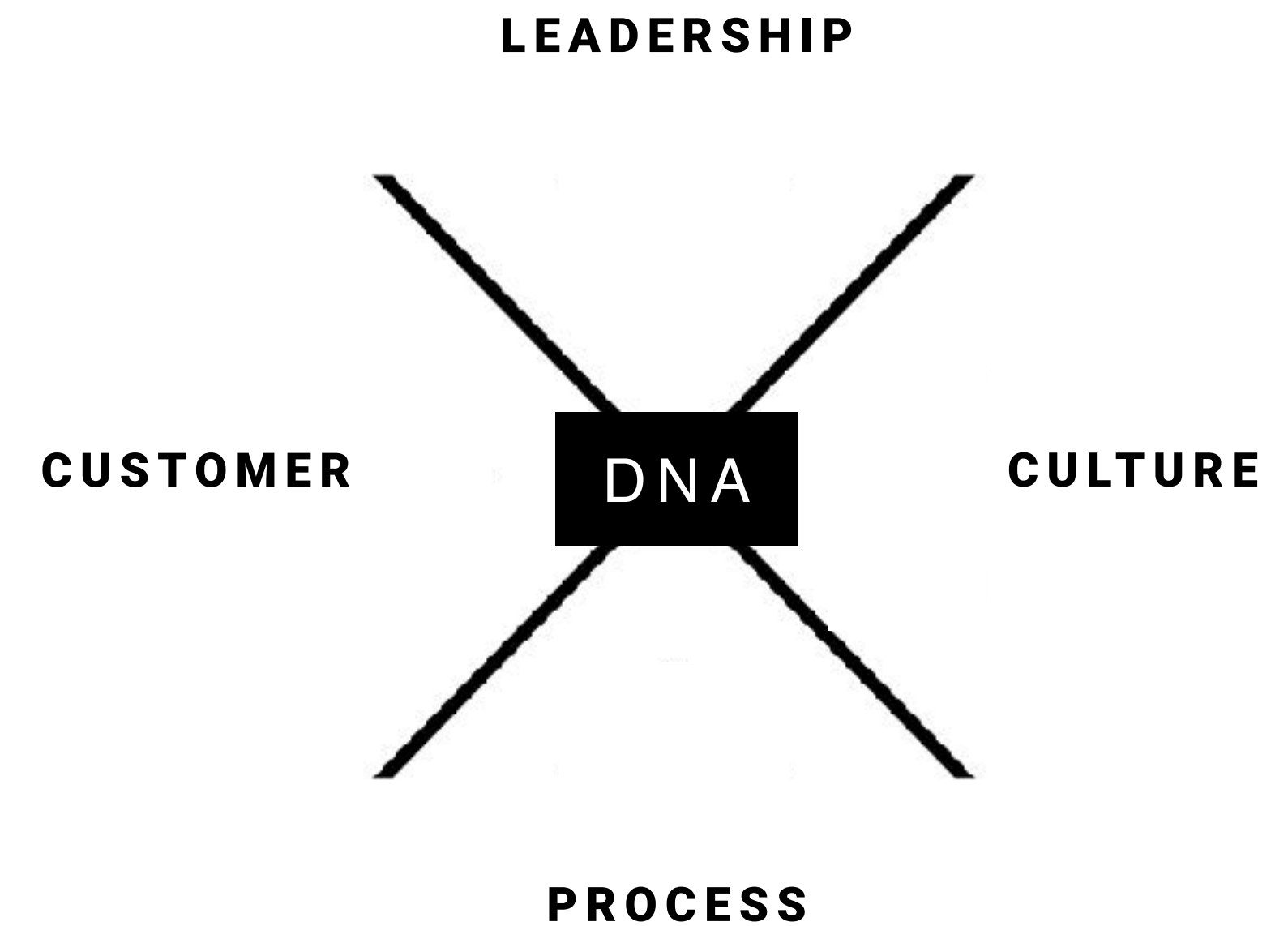
It defines what makes us different  
and is at **the heart of what we  
deliver to customers.**



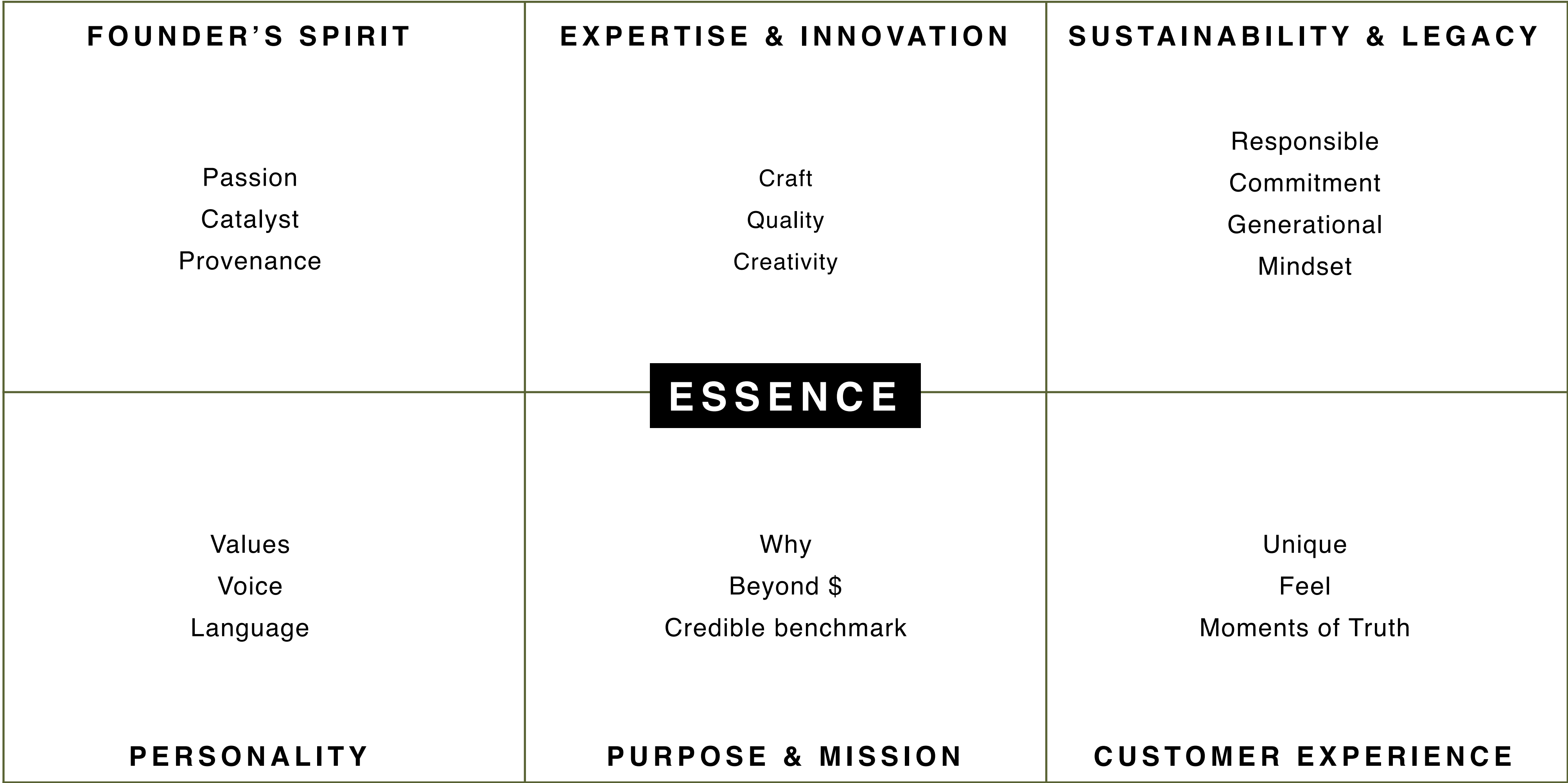
# Family Business DNA is more than ‘marketing’...

## Influence everything you say and do

- Leadership
- Employee culture and engagement
- Process & Innovation
- Customer Experience

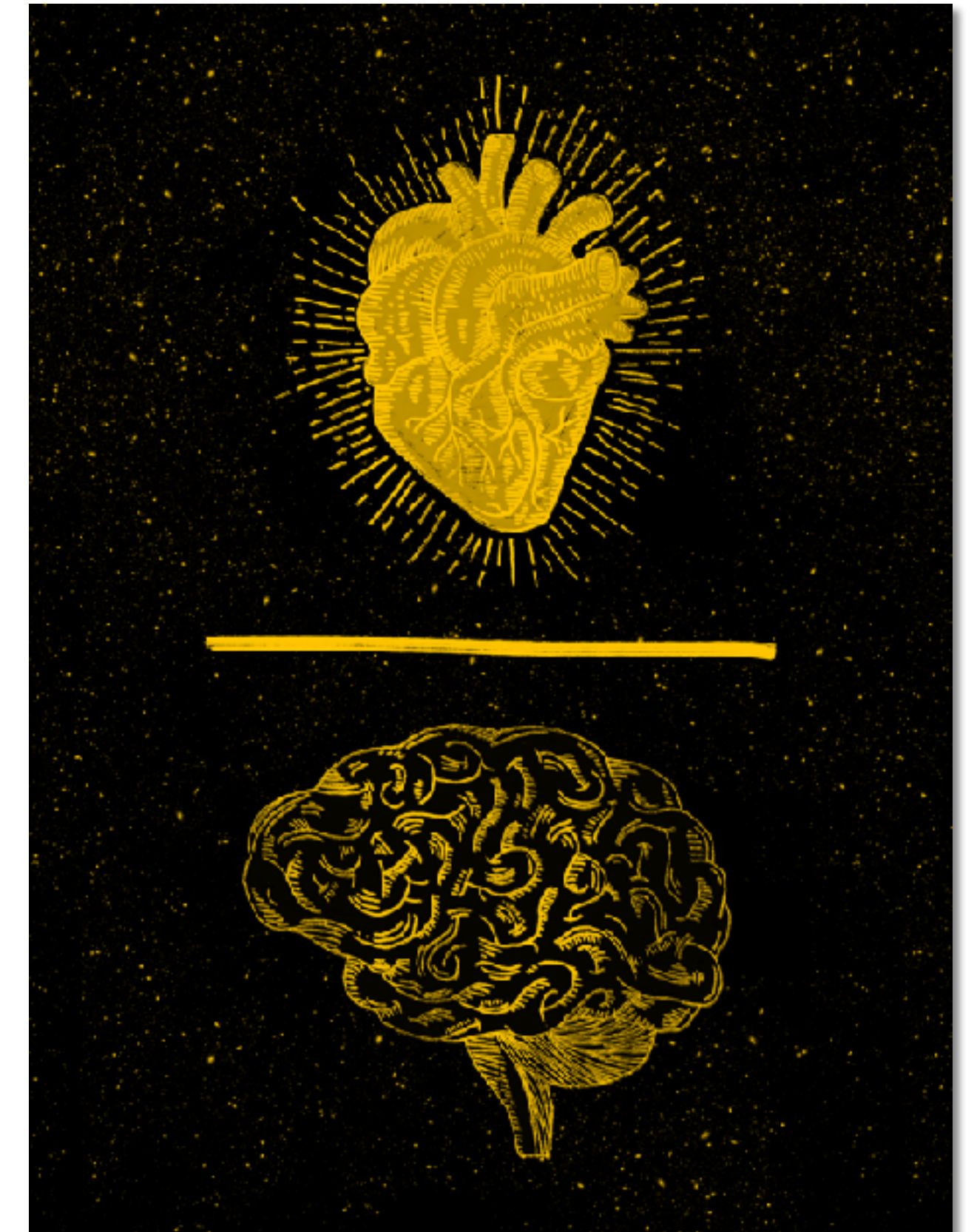


# Proven framework applied by highly successful brands...



# How do you create an ownable and distinct DNA

- Get to the heart of your family business
  - One-on-one interviews with family business leaders and key contributors
- Draft the key words, themes, stories, images
- Team workshop to challenge, refine, and distil
- Avoid the generic
  - Engage copywriter to craft your DNA





FOUNDER’S SPIRIT

Passion  
Catalyst  
Provenance

*It all started in*  
**1899**  
*when our pioneering  
ancestor, Enoch  
Beard, made a  
shrewd observation.*

Five generations and many innovations later,  
the same pioneering spirit that drove Enoch  
and Albert to improve people’s lives through  
better sleep lives on in their descendants and  
the 470 other families of A.H. Beard.

Perpetual Pioneer



FOUNDER PASSION &  
PROVENANCE

<https://ahbeard.com/>

## FOUNDER'S SPIRIT

Passion  
Catalyst  
Provenance

### ***THE POWER OF AUDACITY***

*In an era when women were excluded from the business world, she dared to assume the head of the company, a role she undertook with passion and determination.*

*Madame Clicquot's character might be summarised with two words: audacious and intelligent.*



[WWW.VEUVECLICQUOT.COM](http://WWW.VEUVECLICQUOT.COM)



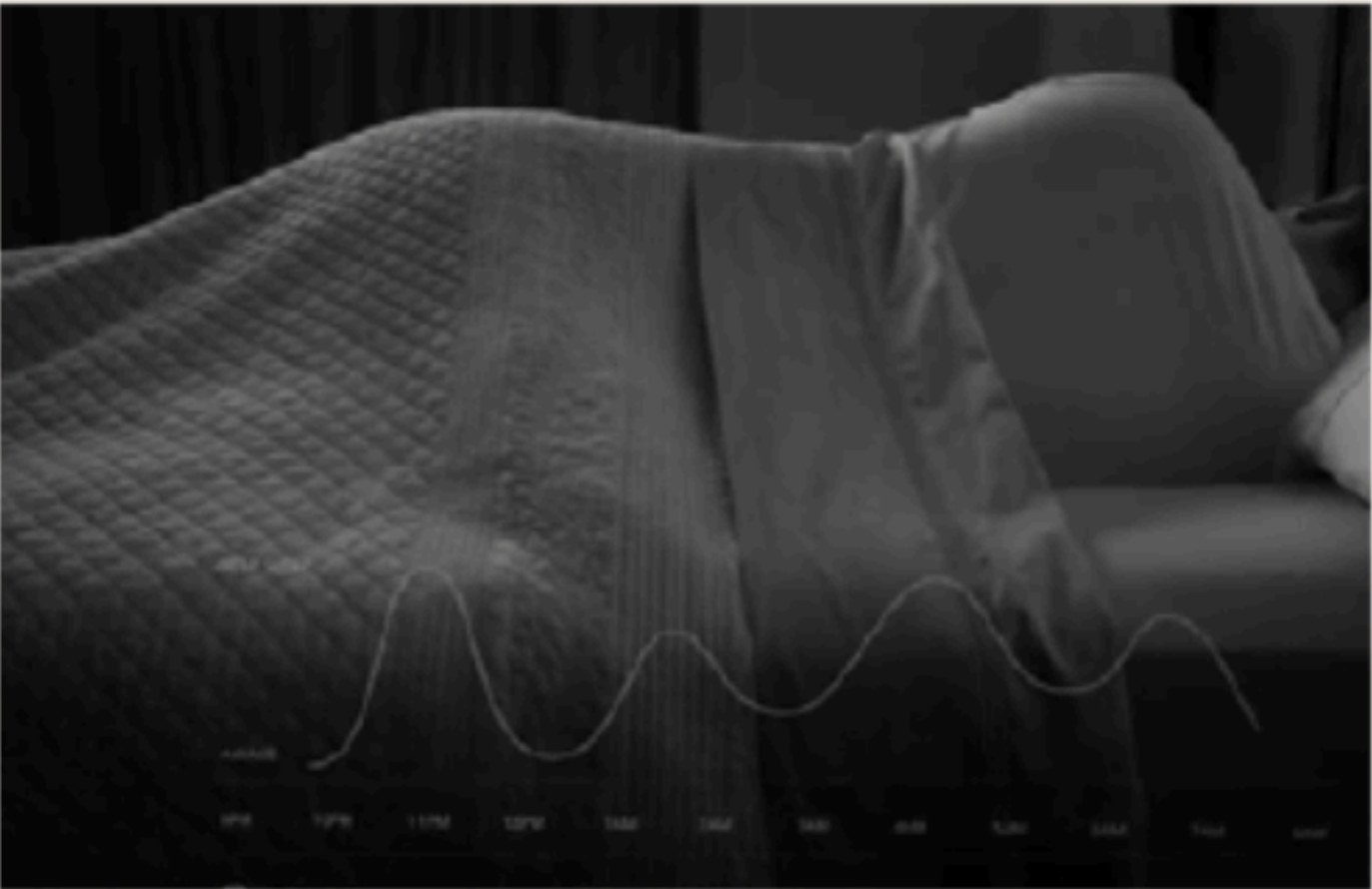
EXPERTISE & INNOVATION

Craft  
Quality  
Creativity

Handcrafted by  
sleepsmiths

*120 years of experience and craftsmanship ensure every detail of A.H. Beard products - from the hand tufting and traditional sewing techniques, to the carefully designed spring configurations - combine to create unsurpassed body conforming comfort.*

The Premium  
Sleepsmith



CREATIVITY CRAFTSMANSHIP  
QUALITY & INNOVATION

<https://ahbeard.com/>



## EXPERTISE & INNOVATION

Craft  
Quality  
Creativity

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## Accessible Architecture Build Certainty

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We make an architect designed home accessible on a budget,  
and build certainty into the project plan.



<https://www.35d.com.au/>



SUSTAINABILITY & LEGACY

Responsible  
Commitment  
Generational mindset

We are the current custodians of A.H. Beard and its reputation for quality and innovation.

For us, it’s both a privilege and a great responsibility.

And because we want our great grandchildren to sleep soundly in an unspoiled world, it demands a sustainable manufacturing mindset, using responsibly sourced, recyclable components that keep end-of-life mattresses out of landfill.

Sustainable  
Leadership



SUSTAINABILITY &  
LEGACY

<https://ahbeard.com/>

PERSONALITY

Values  
Voice  
Language

We’re really a family of families. And family values guide the decisions we make.

INTEGRITY,  
COMPASSION,  
RESPONSIBILITY,  
RESPECT AND  
HUMILITY ARE AS  
IMPORTANT TO US  
AS EFFICIENCY AND  
PRODUCTIVITY.

A Caring Family  
of Families



PERSONALITY

<https://ahbeard.com/>



PURPOSE & MISSION

Why  
Beyond \$  
Credible benchmark

With over 120 years’ experience in the bedding business, we’re on a mission to improve lives by making better sleep a reality for more people.

Life Changing  
Wellness



MISSION & PURPOSE

<https://ahbeard.com/>

## CUSTOMER EXPERIENCE

Unique  
Feel  
Moments of Truth

**The mattress you  
choose directly  
influences your  
quality of life.**

It affects your daily mood,  
your energy levels and your  
ability to think clearly.

You'll spend at least a third  
of your life in intimate  
contact with it.

**Quite simply, no other  
product choice is more  
important or personal.**

## It's Deeply Personal

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CUSTOMER EXPERIENCE

<https://ahbeard.com/>



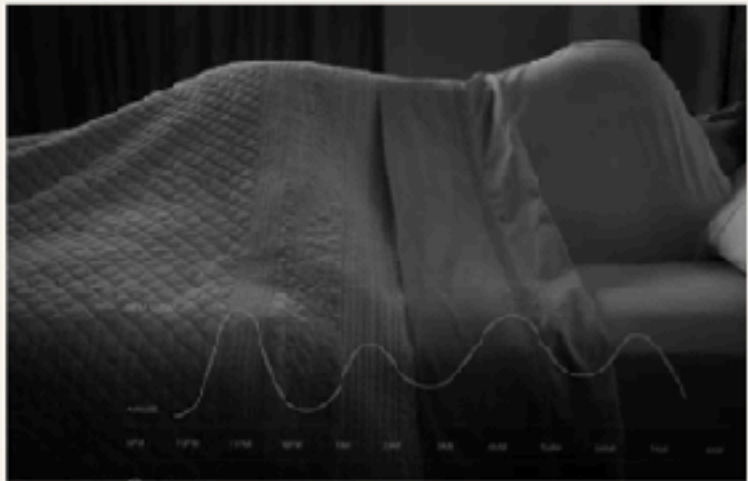
Perpetual Pioneer



FOUNDER PASSION & PROVENANCE

1

The Premium Sleepsmith



CREATIVITY CRAFTSMANSHIP  
QUALITY & INNOVATION

2

Sustainable Leadership



SUSTAINABILITY & LEGACY

3

A Caring Family of Families



PERSONALITY

4

Life Changing Wellness



MISSION & PURPOSE

5

It's Deeply Personal



CUSTOMER EXPERIENCE

6



A.H. BEARD

PREMIUM SLEEP SINCE 1899

A  
Better  
Life

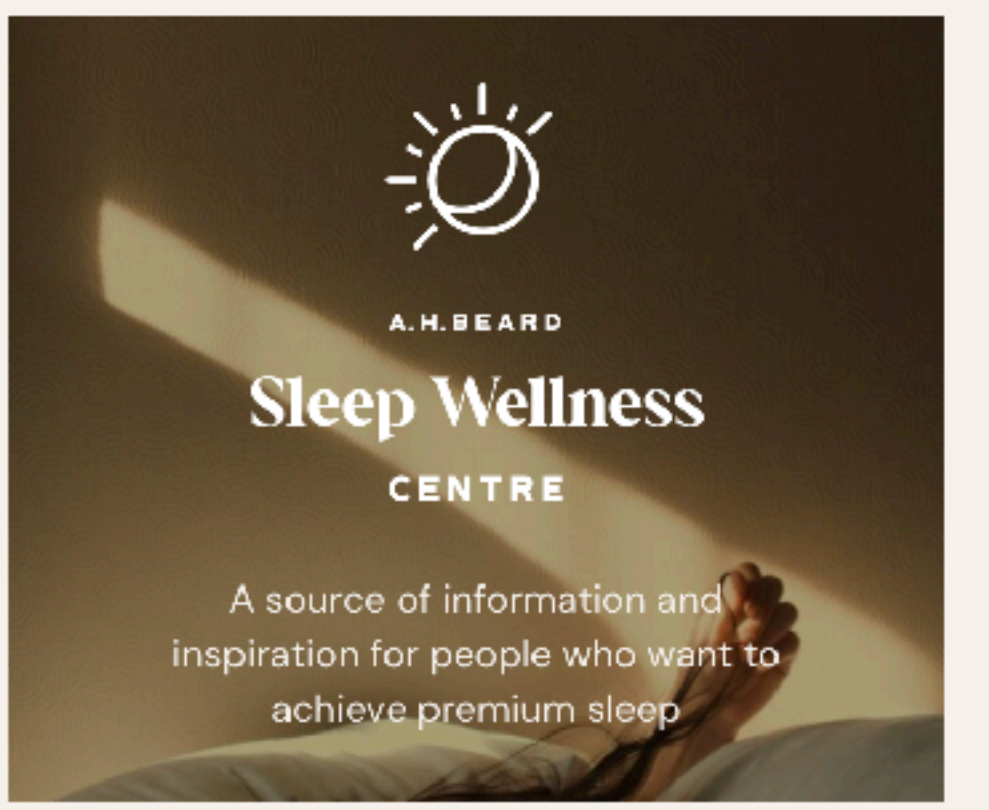


# DNA helps your business manage constant change



<https://ahbeard.com/>

	<b>Signature</b> Sleep in handcrafted luxury.		<b>Origins</b> Truly sustainable sleep
	<b>King Koil</b> The sleep wellness collection.		<b>Domino</b> The high-performance Premium Sleep collection.
	<b>Body Balance</b> For a perfectly balanced sleep.		<b>Nature's Rest</b> A healthier sleep, naturally.
	<b>Re-Spun</b> From jeans, to dreams.		<b>Nature's Choice</b> A naturally, healthy sleep.



	<b>What is premium sleep?</b> Discover the 6 essential features
	<b>Why does it matter?</b> The science behind premium sleep
	<b>Articles &amp; advice</b> Advice and resources for achieving premium sleep





<div>FOUNDER'S SPIRIT</div> <div>In a few words describe the Founder's primary <b>drive</b>, <b>passion</b>, or <b>catalyst</b> for starting the business.</div>	<div>EXPERTISE &amp; INNOVATION</div> <div>In a few words summarise the key <b>craft</b>, <b>skill</b>, <b>expertise</b>, or the <b>innovative approach</b> of the business.</div>	<div>SUSTAINABILITY &amp; LEGACY</div> <div>Briefly <b>summarise your commitment to sustainability &amp; legacy</b> (could be generational, environmental, responsible approach...)</div>
<div>PERSONALITY</div> <div>In 5 words summarise the <b>family values</b> that are at the heart of your business.</div>	<div>PURPOSE &amp; MISSION</div> <div><b>Why</b> do you do what you do beyond the \$?</div>	<div>CUSTOMER EXPERIENCE</div> <div>What 3-5 words describe the <b>way you want customers to feel</b> when they engage with you?</div>

# DNA Checklist - How do I know when it's right?

## Create valued differentiation

1. Distils the origins and unique assets of your business
2. Emotive language & visuals that inspire custodians and customers
3. Authentic stories that represent your family business at its best
4. Increases the value perception of your family business
5. Magnifies reasons WHY customers should buy from you



<https://ahbeard.com/>

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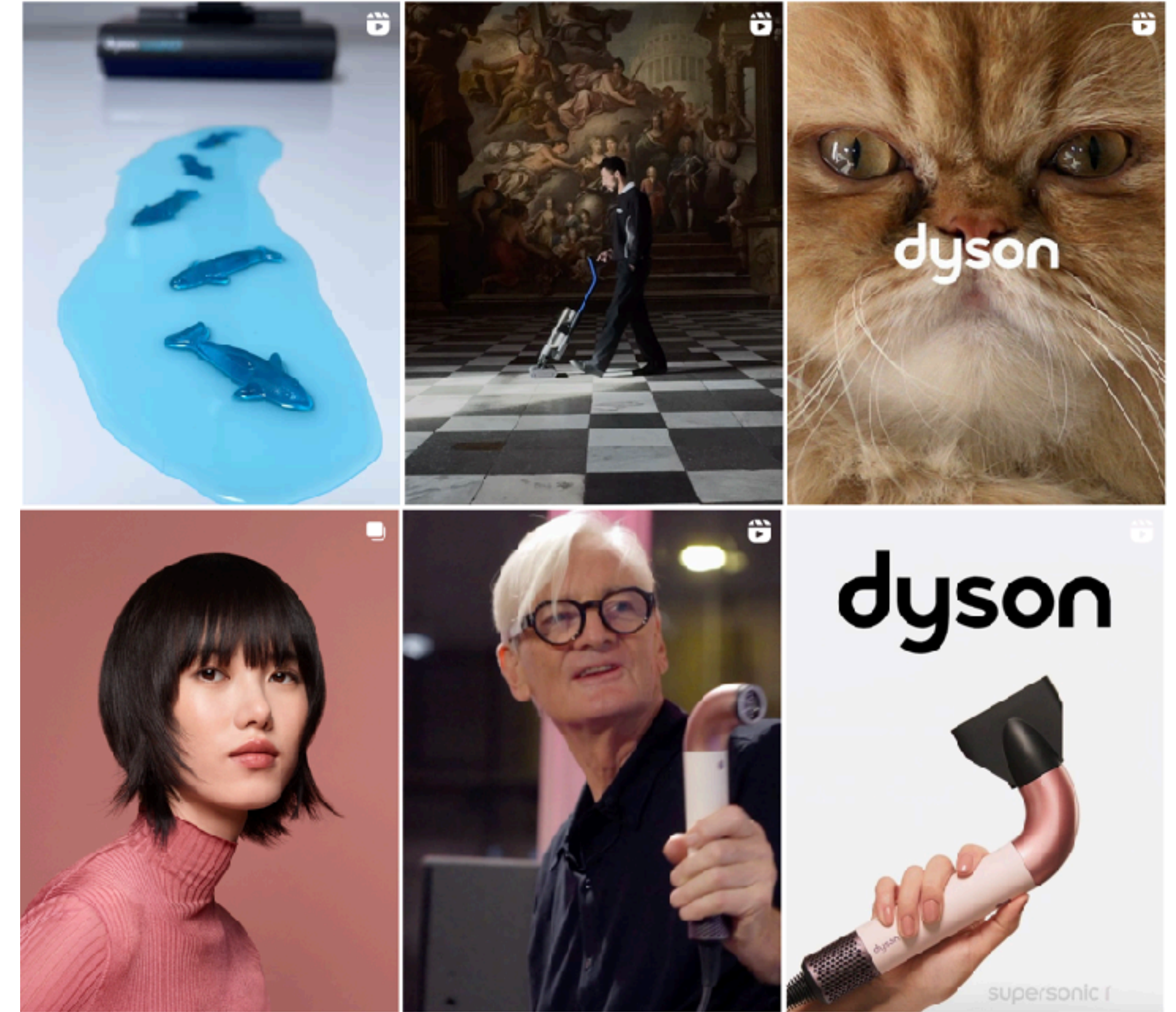


# Summarising your value proposition

1. The unique customer value or benefits of your product/service
2. How you solve customer's problems
3. Why you are different to your competitors

*“A company is ultimately a value proposition delivery system”*

Michael Lanning



<https://www.dyson.com.au/>



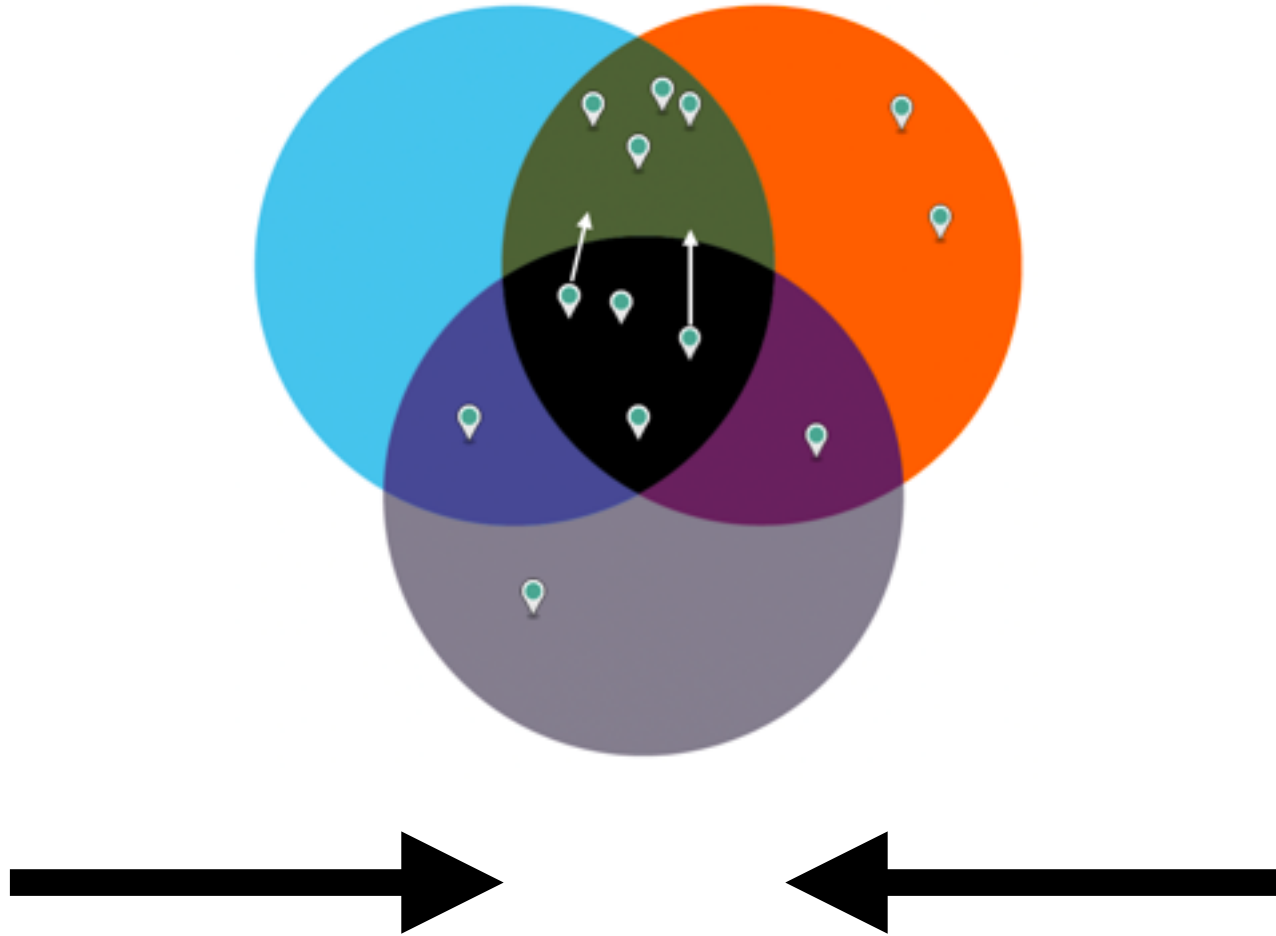
# Value Proposition Framework

	DEFINITION	
Headline	<div><div></div><div><div>&gt; Short, clear, authentic summary of the unique value you provide</div><div>&gt; Why target customers should choose you</div></div></div>	<div><div></div><div></div></div>
Target Customer	<div><div></div><div><div>&gt; Clear definition of target audience &amp; their mindset</div></div></div>	<div><div></div><div></div></div>
Customer Problem	<div><div></div><div><div>&gt; What are their needs and challenges</div><div>&gt; The jobs to be done</div></div></div>	<div><div></div><div></div></div>
Key Benefits	<div><div></div><div><div>&gt; 3 key benefits the customer is seeking</div></div></div>	<div><div></div><div><div>&gt;</div><div>&gt;</div><div>&gt;</div></div></div>
Differentiation	<div><div></div><div><div>&gt; What makes your product/service unique compared to competitors</div><div>&gt; “Unlike [competitor(s)], [our brand].....</div></div></div>	

# Value Proposition Template

	DEFINITION	EXAMPLE (DYSON)
Headline	<ul style="list-style-type: none"><li>› <i>Short, clear, authentic summary of the unique value you provide</i></li><li>› <i>The end customer outcome we deliver</i></li><li>› <i>Why target customers should choose you</i></li></ul>	<ul style="list-style-type: none"><li>› <b>“Innovative technology, that transforms everyday experiences “</b></li></ul>
Target Customer	<ul style="list-style-type: none"><li>› <i>Clear definition of target audience &amp; their mindset</i></li></ul>	<ul style="list-style-type: none"><li>› <b>“Tech savvy and professional homeowners</b></li></ul>
Customer Problem	<ul style="list-style-type: none"><li>› <i>What are their needs and challenges</i></li><li>› <i>The jobs to be done</i></li></ul>	<ul style="list-style-type: none"><li>› <b>I want a superior way to clean, cool, and style my spaces</b></li></ul>
Key Benefits	<ul style="list-style-type: none"><li>› <i>What is the end outcome the customer is seeking</i></li><li>› <i>3 key benefits the customer is seeking</i></li></ul>	<ul style="list-style-type: none"><li>› <b>Cutting edge engineering for powerful, long lasting performance</b></li><li>› <b>Sleek ergonomic design that enhances convenience and usability</b></li><li>› <b>Energy efficient and eco-friendly solutions with advanced filtration technology</b></li></ul>
Differentiation	<ul style="list-style-type: none"><li>› <i>What makes your product/service unique compared to competitors</i></li></ul>	<ul style="list-style-type: none"><li>› <b>"Unlike traditional household appliances, Dyson fuses revolutionary technology with minimalist design, delivering superior performance and durability that redefine how people clean, cool, and style their spaces</b></li></ul>

# Frameworks that close the value gap



FOUNDER'S SPIRIT	EXPERTISE & INNOVATION	SUSTAINABILITY & LEGACY
Passion Catalyst Provenance	Craft Quality Creativity	Responsible Commitment Generational Mindset
ESSENCE		
Values Voice Language	Why Beyond it Credible benchmark	Unique Feel Moments of Truth
PERSONALITY	PURPOSE & MISSION	CUSTOMER EXPERIENCE

Value Proposition Framework		
	DEFINITION	
Headline	1. Short, clear, authentic summary that summarizes the unique value you provide 2. Why target customers would choose you	1.
Target Customer	1. Clear definition of target audience & user mindset	2.
Customer Problems	What are their needs and challenges The jobs to be done	3.
Key Benefits	2 Key benefits the customer is seeking	4. 5. 6.
Differentiation	What makes your product/service unique compared to competitors (Unlike your competitors, your brand) ...	

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**A.H. Beard**

**Garry Beard**

Chairman & Managing Director



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# Steps to navigate change and thrive

1. Try the frameworks with your team
2. Complete a diagnostic
3. Let us know if you have any questions
4. Explore how AI can help uncover customer value risks and opportunities
5. Align, Align, Align



Family Business

Start



Business Brand DNA

Start



Growth & Profit Acceleration

Start



**VALUE  
GROWTH  
ACCELERATOR**

 **THE RIGHT CUSTOMER**





Thank You



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