



Preface	01
Introduction	02
Meaningful Profit. The Golden Mean	09
Flaws of Profit and Non-profit sectors	29
The 9 benefits of a Meaningful Profit business	39
How to become a Meaningful Profit business	53
30 day actionplan	75

**Become a Meaningful Profit business
within 30 days.**

Preface.

Whether you run a charity or a commercial operation, money needs to be raised to stay alive, stay afloat and grow. To ensure this happens so you can pay salaries and other expenses, you must do everything perfectly.

But what if we told you there is a way to do it even better? What if, with less effort, you can achieve more, the work becomes more fun, and you will generate more revenue? A fairy tale? Not quite.

Do you know the saying, 'All good things come to those who make them happen'? If you read the word 'good' in two ways and apply it, it's absolutely right. A kind of universal law that always applies. Making good money, in other words. We call companies that apply this 'Meaningful Profit companies' — the golden mean between the profit and non-profit sectors. But to do that, you must start working differently and adapt the enterprise to human nature. Because by nature, humans are not made only to give or only to take.

Right now, we are ready for change. Less stress, a healthier work-life balance and more enjoyment. Fortunately, these days, all this is increasingly placed higher and higher on the agenda for many.

This book explains why the split between profit and non-profit sectors is illogical. We explain what Meaningful Profit is, how it works and how any business can become a Meaningful Profit business.

Brace yourself. With all the best intentions, we kick against some sacred cows occasionally, and not everyone is up to this. We challenge you to let go of your thoughts about how something should be. Everything really wasn't better in the old days, was it? 'A Damn Good Business' is about rethinking existing organisational structures, thinking and ways of working. With new insights and guidelines for a 30-day roadmap, you can align your business with human nature and start making 'good' money.

Introduction.

Many of our many-times-great-grandparents witnessed the birth of the Industrial Revolution. A time when businesses and the economy benefited from innovations like never before. A true revolution that we are still building on today. Machines conquered the world, and solid crafts of yesteryear rapidly disappeared into the history books. It could not go fast enough; it was all one great improvement that made our lives easier in so many ways.

But only some things got better. Not to mention how polluting the machines were that powered the Industrial Revolution in those days. Another thing that certainly proved to counter good progress was that entire companies were slowly but surely set up as machines — anything to produce as efficiently as possible. Man suddenly found himself a robot controlling the machine. Human nature was not considered because that knowledge did not exist back then. The techies with an understanding of mechanics tried to make the human in the machine as efficient as possible.

Words like ‘meaning’, ‘intrinsic motivation’ and ‘self-direction’ could not yet be found in the dictionary. Unfortunately, despite all the fine business and management books written about them since then, the grievous errors of that time have not been sufficiently unraveled to this day.

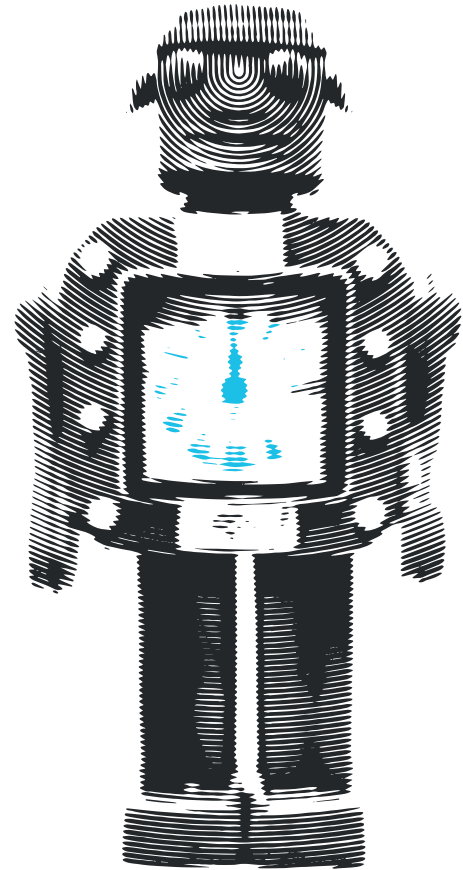
The Industrial Revolution has accelerated two things that really do us and the world no good but what we have seen as the foundation of a healthy business.

Focus on efficiency:

As companies grew, all focus went to finding ways of managing and operating all employees as efficiently as possible.

Profit maximisation:

Not community interest and added value, but it was solely profit maximisation that became the highest goal of companies.



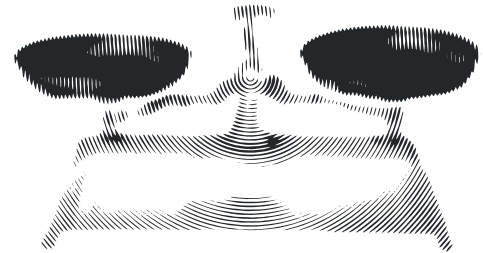
Of course, we have learned some things over the past decades about how to do this better. But more is needed! For instance, most companies - and especially their employees - realise that there is more to life than just making huge profits. That you really can't just focus on efficiency anymore. There is nothing wrong with efficiency and profit maximisation at its root, but in many cases, there is still something wrong with how we pursue and implement those goals.

The problem is that the improvements that are mostly being made within business are rooted in the system that dates back to the Industrial Revolution. A time when machines, profit maximisation and efficiency became central. A time when this development dwarfed people and society. Therefore, it is time to talk about reconnecting the machines with human nature. The effect is to make even more profit but with respect for people and society. Profit in a meaningful way that benefits everyone — real, 'good' profit, in other words.

The Profit and Non-profit sector.

Every entrepreneur and shareholder dreams of more profit, and it can be done. Especially if you start pursuing Meaningful Profit and adapting the machine, we now call an organisation to human nature. There will be more efficient, creative work and production, more growth and even better continuity of the organisation.

We need to go back in time to understand why this is so. After all, we will have to learn to be ready for the future. Not everything was better in the past, but fortunately, we can use history as a lesson.



The origin of the Profit and Non-profit sectors.

Before the Industrial Revolution, the primary relief for the less fortunate came from the church and its followers. But that soon changed when the church rapidly began to lose its power and size in the late 19th century. The ever-expanding corporations did nothing either. Instead, they sought to hire labour as cheaply as possible and make as much profit as possible — nothing else mattered. That had become the new normal.

It is, therefore, not surprising that at the very beginning of the last century, the first large non-profit organisations, many of which still exist, were founded. The church's role was replaced by, for example, the Red Cross, the Salvation Army and Save the Children. During a crisis, you see shifts like this occurring more often. The same also happened just before and after World War II.

We now take for granted that there is a distinction between the profit and non-profit sectors. But remember that before 1900, there was no profit or non-profit sector. It is a term that indicates that one organisation is focused on wanting to make a lot of money, and the other is only focused on selflessly serving a noble cause. In doing so, we also take for granted that the word 'profit' is synonymous with money or financial gain, but that is nonsense. Profit literally means benefit. Financial gain can be part of it.

In Latin, the word profit comes from the word: *Profectus*,
meaning growth, benefit and progress.

The fact that a distinction between the profit and non-profit sectors has emerged at all is actually quite unfortunate. If the entrepreneurs of the time had not become so eager, this would not have been necessary. But the word profit has been taken entirely out of context for decades. Why have we been able to improve our prosperity and well-being for thousands of years without these two cleavages, and was it suddenly necessary to change this? What if the two could go hand in hand without one group having to go out and save the poor souls while the other boost profits and efficiency like a slave driver?

The golden mean between the profit and non-profit sectors can exist if we take human nature into account and start adapting to it the machines we now call organisations. After all, humans are not made only to give or only to take. The two should be naturally balanced, especially within your organisation. We call this golden mean 'Meaningful Profit' - pursuing profit that you find meaningful.

Chapter 1

Meaningful Profit. The Golden Mean

Meaningful Profit is the way of thinking and working that benefits the company, co-worker, stakeholders, customers, your environment, and yourself in many ways.

These are the groups for whom you should find meaning in creating profit.

With this, you pursue everything you dream of and of which financial returns are a part.

If you are not a profit or non-profit, but a Meaningful Profit business, it brings together the best of both worlds.



Southwest Airlines operates with the mission of “democratising airspace”. A few years ago, the airline industry went through a slump. For a while, most airlines struggled to make a profit.

Southwest Airlines engaged a team of consultants to identify opportunities to increase profit. These consultants worked with the company’s finance team. The two teams discovered that Southwest Airlines could increase revenue by \$350 million if it charged passengers extra for their luggage.

The finance team called together the company’s top executives and encouraged them to implement the idea. They were shocked when they got a strong ‘no’.

“Our goal is to democratise airspace. If we charge money for bags, we make it harder for people to fly, not easier, and that goes against our principles,” the executives told the finance team.

They decided to bring in Roy Spence, who developed a ‘Bags Fly Free’ marketing campaign for the airline.

Less than a year later, top executives and the finance team met again.

“We were wrong when we suggested we should charge for bags,” announced the finance team.

“The Bags Fly Free campaign has netted Southwest Airlines more than \$1 billion.”

Instead of \$350 million more revenue, it was more than \$1 billion. The airline had also gained market share.

They were making money because they stuck to their mission.