

# Management Ideas



**FOR STILL BETTER**

**RESULTS**

**RELATIONS**

**REPUTATION**

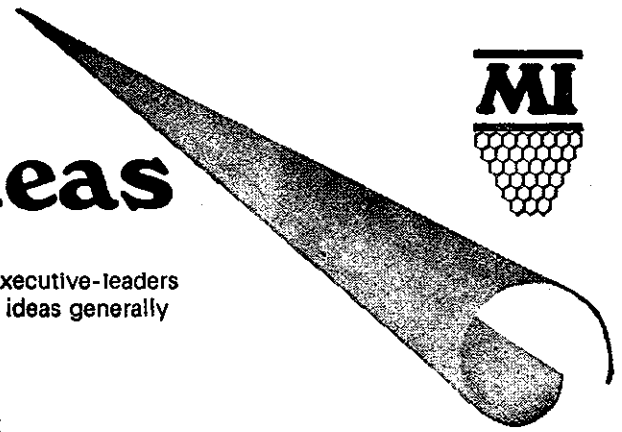
a monthly newsletter to key executive-leaders  
on practices, possibilities and ideas generally  
for stepped up performance

edited by

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on problem-solving and creative ideas



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**3228 BELIEVE IT OR NOT:** Here is an example of an outstanding guarantee that wins the customer's affection and business - this time from an airline company.

### Northwest Airlines St. Paul, Minnesota

From 10/01/90 To 10/31/90, We Guarantee On-Time Service To 18 Cities Or You Earn Free Coach Class Travel!

Northwest Airlines backs up its on-time service with an exclusive breakthrough guarantee for select WorldPerks members!

If your Northwest flight arrives more than 14 minutes late into any of the cities identified below from October 1, 1990 through October 31, 1990, we'll automatically send you a certificate for free roundtrip Coach Class travel within the 48 contiguous United States! Qualifying arrival cities include:

Austin	Gulfport/Biloxi	New Orleans
Baton Rouge	Huntsville	Oklahoma City
Birmingham	Jackson, MS	San Antonio
Chattanooga	Knoxville	Shreveport
Fort Walton Beach	Little Rock	Tulsa
Greenville/Spartanburg	Mobile	Wichita

**3229 DEFINITE DEMOTIVATOR:** In a recent survey of customer service people, one question asked was what they find "demotivating" in their organizations.

The resounding answers:

"Having meetings to voice opinions and resolve problems, but not following through with the changes after the meeting".

"If you ask your staff for ideas and then do nothing with their suggestions, don't bother asking for any more."

"If you are not going to use an idea given to you by one of your people, at least explain why. If you don't, you destroy their initiative."

**3230 MAKING THE FUTURE:** Intellectuals predict the future. Managers - Executives make the future. Since many economic forecasters are predicting tougher times, one Editor \* sought the advice of key executives on how to fight and win the economic battle. These are some of the ideas he got.

01. Don't put all your eggs into one basket. Expand your customer base. This is the best time for getting new business because customers are looking for better ideas that can lower costs and increase productivity. If 80 percent of your business comes from 20 percent of your customers, you may be headed for trouble.
02. Never be afraid to talk about money early on in the sale. Don't waste your time with customers who don't have the financial muscle to back up their buying decisions. Remember, the decision to buy is only the first step of the close. It is better to close two smaller sales than to have one big sale slip away because the customer's financing fell through.
03. No matter how tough competition gets, never compromise your integrity. Even when your competition is fighting for sales with dirty tricks, don't lower your ethical standards. If you are in doubt about which course of action to take, get legal advice.
04. Cut the fat out of your budget, but leave the muscle you need to keep your sales up to speed. For every hour spent in meetings designed to cut the budget, invest an equal amount of time in thinking of new ways to increase sales. If you only look for ideas for cutting costs, your sales team will never find ideas that could double your sales.
05. Upgrade your negotiation skills for dealing with collections. Collect receivables with a carrot and a stick. Sell your customers on the benefits of paying, the troubles saved by sending the check, the advantages of a good credit rating, and the consequences of legal actions. Be friendly, listen to their stories, and no matter what they tell you, always come back with your demands for payment.
06. Don't go soft when customers try to cancel a firm order. Tough times will test your sense of fairness. Develop a positive attitude towards the job of "reselling the sold customer." Because of a new budget directive, the customer's boss often will veto a purchase order after it has been signed. Save the sale by reselling your customer's boss on the benefits of your product and on the necessity to stick with the original agreement.

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\* Editor of Personal Selling Power, Fredericksburg, VA. 22403 U.S.A.

07. Selling in a recession is a time of concessions. Rethink your offer. Can you add extra services? Extra parts? Extended warranties? Deferred payments? Better interest rates? Special options? A free loaner in case of breakdown? A free training course for the operator? A factory visit? Can you bundle products together? A three-year, guaranteed buy-back plan? Brainstorm more creative selling ideas today!
08. Monitor your existing customers' financial health. Always ask questions about their business plans, their sales, their operating budgets, etc. Learn to look out for the sensitive financial indicators such as payment habits, key supplier payment terms or bank credits. Remember that bankruptcies always hurt the ones who don't bother to check out red flags.
09. Don't let the economy depress you. Although we can't control the economy or our customers, we can control our attitude. Instead of listening to negative news or negative people, read positive, motivating books, or listen to motivational tapes. Regular exercise is the best antidote against feelings of depression. Taking a brisk, twenty minute walk three times a week is a great way to lift your spirits.
10. Reject the values imposed by authority figures who try to tell you that "things will get worse, before they get better." People who hold an image of doom in their minds will always pursue a defensive strategy. People who see the "silver lining on the horizon" will always make the best of the situation and use an offensive strategy to get the business that's out there while everyone else is complaining about how tough things are these days.

**3231 WALKING FOR HEALTH:** Under the slogan, "Let's walk more than 10,000 steps a day," many Japanese companies are supplying pedometers to their employees in a move to heighten their awareness toward health.

The health insurance society of Tokyo Marine & Fire Insurance Co., recently handed out pedometers to 14,000 employees, including those who work for its affiliated companies.

In an experiment the company had 180 employees wear pedometers for a week and found out that men walked an average of 8,500 steps on a weekday and women walked 8,200 steps.

Of those who participated in the survey, men in their 30s walked least with 7,900 steps a day; the number dropped to 5,600 steps a day on weekends. Those living by themselves away from their families walked only 4,000 steps on their days off - less than half of the target of 10,000 steps a day, a figure believed to be an ideal number of steps for people who these days rely heavily on such means of transportation as cars and trains, as well as elevators and escalators, to get around.

Based on the result of the survey, the company decided to give pedometers to its employees as an incentive to walk as much as possible and held a month-long walking campaign in which 8,200 employees, including the company president, took part. About 40 per cent of the participants cleared the target of 10,000 steps a day for more than 10 days.

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One of the company directors made such efforts as getting off the train one station before the usual stop on his daily commute and walked the extra distance to the office. He also climbed stairs instead of using the elevator to win the competition against his secretary. The winner was a 57 year-old director who walked 376,000 steps in one month. To cover as much distance as possible, he took walks in the morning, went out to lunch and played golf twice a month.

"Because I'm not good at golf, I get to walk that much more," he said.

Sekisui Chemical Co., acts as an agent to sell pedometers to its employees and their families at cost and encourages them to walk by distributing "turtle cards" on which they can keep daily records of the steps taken. One employee established a record of 420,000 steps a month.

Source: - Asahi News Service.

**3232 A BOOK SUMMARY:** In times like these, we are tempted to cry with the poet, "Alas! for the rarity of human charity." We are also encouraged by men like Samuel Oliner and by books like "The Compassionate Beast: What Science is Discovering About the Human Side of Humankind." [William Morrow & Co. 1990]

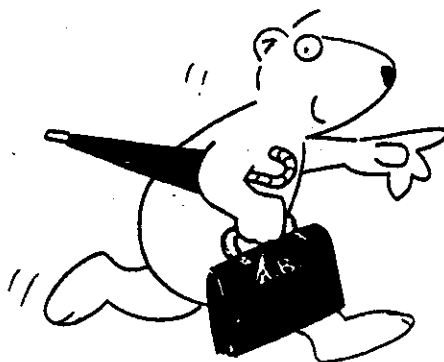
An adaptation of this book by the author Morton Hunt we reproduce in this issue, through the courtesy of Mrs. Barbara Tufty, who thoughtfully brought this piece to our notice.

[ The above note should have preceded the Booksummary of January 1991 Management Ideas. We are sorry for the omission. Ed.]

**3233 LAUGHING MATTER?**

***I TOOK EARLY RETIREMENT...***

***4.45 EVERY DAY!***



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Find a legitimate need and fill it well. You have a chain of jobs

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## TEN MILLION JOBS

### WHY DON'T WE?

### WE TOO CAN PROSPER

*INDIA IS A LAND OF OPPORTUNITIES. There are thousands and thousands of potential jobs. They are based on creative observations and unconventional ideas.*

*Of course, each idea will have to be organised. Once organised, there is a job for the organiser-enterpriser and for his or her assistants.*

*The key point is that productive, paying jobs can get created by you and me. And we need them in millions. In this feature, we will identify and briefly outline the work-job opportunities that abound in our country.*

*Our Readers are invited to join this common cause and contribute to it in any way they can.*

*NH ATTHREYA Editor*

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#### \*\*\*\* TEN MILLION JOBS

IDEAS FROM EVERYWHERE: Every time you visit another country, you come across a product or service which makes you say: Why don't we have that in our country?

May be what you saw was a hair brush. May be it was a cockroach eliminator. May be it was a way of handling customer or providing information. May be it was at a police station or airline counter or tourist enquiry desk or class room. Whatever it was, you knew it was a great idea, and you wish somebody does it in our country.

If you wish it to do it yourself, you will go and do it. That is as well.

Where you wish somebody does it, you don't mind sharing.

When you share and somebody picks it up, it is value for you and jobs for many.

May we invite you to write a note to us on:

WHY DONT WE HAVE THAT IN OUR COUNTRY?

COMPLAIN NOT  
ABOUT DARKNESS.  
LIGHT A CANDLE

## Hopeful & Helpful

*Positively Exciting*

*Personally Useful*

**Good**

**News**

**From**

**Anywhere**

*Inspiring multiplier models and exemplary acts of excellence are found all over the country. They are hardly written up.*

*Many miss the point that the positively exciting is also news.*

*Also, adequate efforts are not made to bring useful information to the literate public.*

*There is a case for collecting and spreading hopeful and helpful information and news.*

*May I invite the Readers to join me in this quest and share their discoveries and findings through these columns?*

*NH ATTREYA Editor*

FOR  
BHARAT DARSHAN  
TOO

Copyright:  
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**SNEHA MANDIR:** A Reader writes: I hesitated to write this note because it relates to my father. For the past 40 years he has been doing singular service for this social organization. I am enclosing a monograph on the organization. The name: Shri S.S. Gude. The address: 358, Dr. Bhadhamkar Marg, Bombay 400 007.

**GURU-DAKSHINA:** With pleasure we reproduce this invitation we received from "Prabodh" 1070, Shukrawar Peth, Subhashnagar Lane No.5, Pune 411 002.

*The coming Gudhi-Padva i.e. Sunday, 17th March 1991, is the 3rd anniversary day of Prabodh group. The aim of this venture, as you know, is to provide financial support to the educational and social work of Jnana Prabodhini, Pune, which is our alma mater.*

*A 'Sankalp' of offering 'Guru-Dakshina' (a devotional sum) to the tune of Rs. 1.5 lakhs was announced last year, which we are glad to inform, is being fulfilled.*

*This could be achieved due to your patronage and active co-operation in our various professional activities.*

*We would like to continue increasingly, this endeavour for future also and re-commit ourselves to the objectives.*

*We humbly request your kind presence on this occasion of Guru-Dakshina.*

**MAY BE YOU KNOW THAT:** There is a Red Crescent Society - the Arab counterpart of the Red Cross Society. If you desperately want to get in touch with one of your nearest, write the family messages in CAPITAL LETTERS, Put down your full address and that of the person you want to contact, along with telephone number (if any) and identity card number. Attach two more blank pages. And post it to the Red Crescent Society of the country of destination.

There is a society called Friends of the Roses. 80 years old, it publishes a journal "Rose News". The triennial World Congress on Roses will be held in India in 1994.

*Dear Reader: When you come across an item that can go into this page, please send it to me.*

*Editor*