

# Solving the “Good to Great” Mystery



## AGENDA

MCG

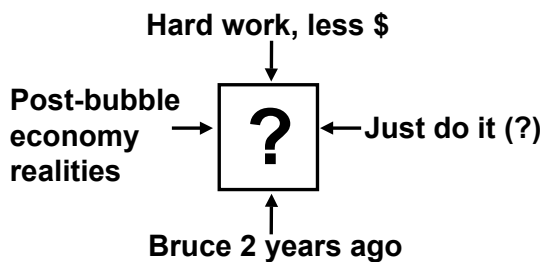
1. Warm-up ideas
2. “Good to Great” study
3. “Open Book Management”(?)
4. PBIT/customer process & plays
5. Execution, change management tools
6. Educational challenges & tool kit

PBIT - profit before interest & taxes

2

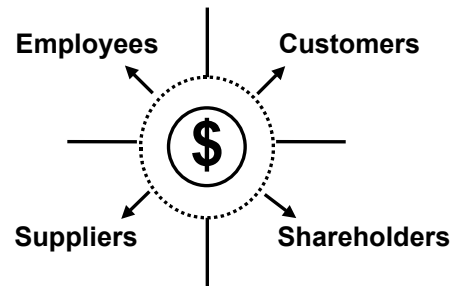
## Section 1

### Some Warm-up Ideas



## MORE BUCKS FOR “ALL”?

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4 bottom lines; expand commonwealth

4

## PRODUCTIVITY & VALUE/F.T.E? MCG

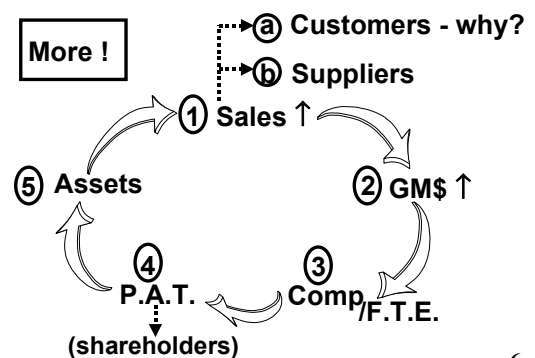
1.  $\frac{GM\$}{F.T.E.}$  = “value-added per employee”
2. Last 12 months trailing graph
3. Premium  $\frac{GM\$}{F.T.E.}$  > Premium pay & future investment
4. P.A.T. reinvested/F.T.E. trend graph?

F.T.E. = full time employee, P.A.T. - profit after tax

5

## VIRTUOUS SPIRAL

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6

## FOCUSED, PAID-FOR "VALUE"? *MCG*

1. Sales ranking by customer
2. GM\$ ranking by customer
3. PBIT ranking by customer (+)  
(What 7 follow-up plays?)

7

## GROW BETTER THAN INDUSTRY *MCG*

1. Love, keep & sell more to best PBIT accounts
2. Get big losers into win-win zone (lead → gold)
3. Team partner 3% (+) gazelles  
5 - 10 customers → 80% of new profitable growth of next 5+ years

8

## SUMMARY QUESTIONS *MCG*

1. How do gazelles do it? (Sec. 2)
2. Sign up Wally means "OBM" ( Sec. 3)
3. PBIT/customer; how to's (Sec. 4)
4. Execution, change management tools (Sec. 5)
5. Educational challenge & tool kit (Sec. 6)

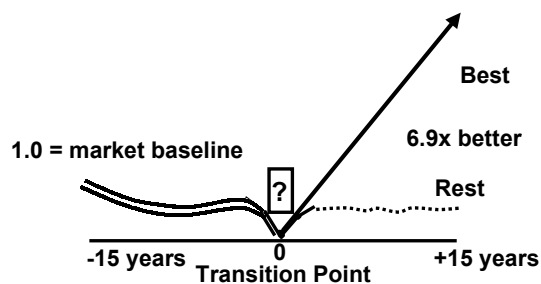
OBM = open book management

9

## Section 2

### "Good to Great"

11 out of 1,435 (x) 40 years



## THE ELEVEN? *MCG*

Company	15 year performance (x) market average
Circuit City	18.5 X
Fannie Mae	7.56
Gillette	7.39
Walgreen's	7.34
Pitney Bowes	7.16
Philip Morris	7.06
Nucor	5.16
Kroger	4.17
Wells Fargo	3.99
Abott	3.98
Kimberly-Clark	3.42

11

## (RE) DISCOVERED TRUTHS *MCG*

1. Leadership - humble, long-term, "willful"
2. "Who" right? "A" people "on bus"
3. "What" right? Be # 1 at \_\_\_\_\_ ?
4. See brutal facts (+) unrelenting faith
5. Hedgehog (x) push the flywheel
6. Discipline (x) people, methods & action
7. Technology = accelerator tools only

12

## DUH ! (?)

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- ◆ Reverse engineered old truths !
- ◆ But,  
compelling research  
well written  
new leader stories  
fresh dose of medicine

Why so few? Like “good health”?

13

## EXCELLENCE FREAKS

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- ◆ Good to great: <sup>11/</sup>1435, <sup>11/</sup>7000
- ◆ David Birch “gazelles” 3% (20%/yr)
- ◆ Service quality success 5% (-)
- ◆ Top 10% wholesale distributors\*  
4 - 6X ROI of bottom 90%  
2 - 5X industry growth rate

\*Improving Distributor Profitability” by Al Bates.  
www.nawpubs.org

14

## GURU LAMENTS:

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- ◆ Tom Peters book signing stats
- ◆ Machiavelli on “new order of things”
- ◆ 5% spontaneous remission for alcoholics; real cure rates for AA & Hazelton?

15

## WHY DON'T WE?

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- ◆ Go “open-book”
- ◆ Connect pay to premium productivity  
(Tap into: hobby energy, home economics savvy - HE<sup>2</sup>)
- ◆ Sign-up 100% of employees’ heart, mind & wallet to strategic alignment/excellence

Pass the following test

16

## STRATEGIC ALIGNMENT TEST (X) 100% MCG

1. Our #1 customer niche?
2. 5 most profitable accounts (5 targets)?
3. “Perfect service/value” metrics (our “unique proposition”?)
4. Wally’s direct & indirect inputs?
5. What’s in it for Wally?
6. Wally why leave “HE<sup>2</sup>” at home?

17

## SUMMARY POINTS

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1. “When the student is ready, the teacher will appear.” (Lao-Tzu in 500 B.C.) (or the: book, seminar, video, etc.)
2. Post-bubble economy challenges - catalyst
3. How to connect “Good to Great” to distribution (fast, cheap, to scale & more)

18

### Section 3

## Why Not OBM?

## Why Not Now?

100% of  
"Excellence" Cases Do  
OBM (+) Gainsharing

Why?

97% of  
WDs  
Don't

### SURVEY RESULTS

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- ◆ 20 (+) years of unchanged results
- ◆ 3 levels of reasons
  - ◆ Superficial rationalizations
  - ◆ Emotional, religious, cultural inertia
  - ◆ Personal anxieties

20

### DEBATE ON OPEN-BOOK (1) MCG

Con # 1 -- "#s get to my competitors"

Pro # 1 -- Odds? Precautions? So what?  
Distract them from their value path

Con # 2 -- "They will want a raise!"

Pro # 2 -- Lower their expectations, fan  
their co-operative concerns

21

### DEBATE ON OPEN-BOOK (2) MCG

Con # 3 -- "They will be confused"

Pro # 3 -- Repetition works, then: pride,  
mastery & high performance #s

Con # 4 -- "They don't want to know;  
they'll be scared"

Pro # 4 -- 1) On the team 2) Trusts me  
3) Execs are sleeping  
4) Our opportunity  
5) Put-up or shut-up; grow-up time  
6) Secrets don't make it better

22

### DEBATE ON OPEN-BOOK (3) MCG

Con # 5 -- "They'll think we under-reported  
profits"

Pro # 5 -- Repeat with auditors, bankers  
& industry #s

Con # 6 -- "What would we do then to make  
them better?"

Pro # 6 -- "Good to Great" (in video modules)

23

### CULTURAL INERTIA & SOLIDARITY MCG

1. "Never really thought about it"

- ◆ Never did in the past
- ◆ Friends don't

But,

- ◆ Have things changed over 50 years?
- ◆ How to engage Wally (x) plays?

24

**DEEPEST, BIGGEST PERSONAL CONCERNS**

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1. Smaller # truths reflect poorly
2. I can't really teach the #s
3. What should we do differently?

**How can we help ourselves over tough emotional hurdles?**

25

**COMFORTING (?) THOUGHTS**

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1. We are in good company; not Enron
2. Best assume worse; naive surprised
3. Practice teaching on roll-out basis; manage expectations; give up "expert"

26

**WHAT HAPPENS?**

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1. 20/60/20 reaction from troops (delegate: rank, yank & proactively recruit)
2. After 4 reps: "on the team. . . ."
3. After 12 (+) reps turn teaching over . . .
4. Work smarter plays, quick results - vital!
5. The political pushback elements will always be there. Lock-in systems\*

"A Stake in the Outcome" by Jack Stack

27

**Section 4**

**K I S S  
PBIT/Customer  
Ranking Applications**

**RANKING REPORTS**

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1. Top 10 by sales
  2. Top 10 by GM \$
  3. Top 10 by estimated PBIT contribution
  4. Top 10 by estimated PBIT losses
- ▶ Most important list(s)?
  - ▶ What to do with top 10, worse 10?
  - ▶ Ranking reports are action reports!

29

**BIGGEST EVERYDAY PROCESS**

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- |   |   |
|---|---|
| <ol style="list-style-type: none"><li>1. Buyers order goods</li><li>2. It arrives &amp; received</li><li>3. Warehouse inventory</li><li>4. Order entry pathways</li><li>5. Pick, pack, stage</li><li>6. Ship/delivery</li><li>7. Invoice, trade credit</li><li>8. Sales/Marketing maintenance</li></ol> | } <b>Support Services (variable costs!)</b> <ol style="list-style-type: none"><li>1. Occupancy costs</li><li>2. Supervisory</li><li>3. D. P.</li><li>4. Audit/finance</li><li>5. Debt costs</li><li>6. Etc.</li></ol> |
|---|---|

30

**ESTIMATED PROFITABILITY RANKING REPORT** MCG

↓ Sort Hi - Low

GM \$ (12 mos)	-- Cost to serve (?)	= Est. PBIT %Accts	↓ %PBIT
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↓

**Sufficient approximation:**

# transactions (12 mos) X Company's average cost /transaction

What happens?

31

**ABC COMPANY RESULTS** MCG

<u>% Customers</u>		<u>% PBIT</u>
Top 20	→	95%
Top 40	→	155%
		Education = 0
Bottom 60		(55)
100% accounts → 100% PBIT		

32

**APPLICATIONS** MCG

1. Target top 5(+) (5 like them) (M 3.7)
2. Define historic #1 niche (M 3.3)
3. Retune total service offering (M 3.2)
4. Shape-up or out bottom 5 - 50+ (M 3.8 - 3.11)
5. Small order mgt. challenge (M 3.8-3.11)
6. Segment customers & serve differently (M 3.6)
7. Get salesforce onboard & redirected (M 3.11)

33

**MORE "BI"\* SUPPORT?** MCG

1. Plug in boundaries for segments
2. Re-calculate PBIT/customer rankings
3. Manage each strata to optimize PBIT/customer
4. Manage GM\$/contact per each strata

Note:

1. Success of retail & catalog WDs
2. Outside sales for 24K/yr. accounts?

\*BI - business intelligence

34

**SUMMARY POINTS** MCG

1. 15% S.O.N. x 4 niches(+)
  - OR
  - 60% S.O.N. x 1 niche, then #2 (?)
2. Which service value allocation map?
3. 110% - "Yes!" For 5 whales, 5 gazelles
4. Win-win or good-bye; downsize to grow profits?
5. How to measure & manage this?

S.O.N. - share of niche.

35

**MORE ON "PBIT/CUSTOMER"** MCG

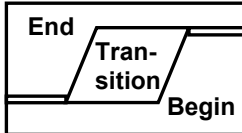
1. Exhibit 1 - Analysis steps to opportunity
2. Exhibit 2 - ABC Bakery Supply Data
3. Request a 30 page "Booklet of Articles" via email from karen@merrifield.com
  - Note the articles in the booklet:
  - Measure Customer Profitability & Act
  - Rethinking Distributor Profitability
  - Tackle the Small Order Problem

36

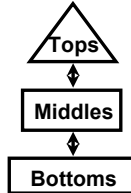
**Section 5**

**Execution ! (?)  
Change Management**

1. Challenges
2. Tools



(X)



**CHANGE IS CHANGING**

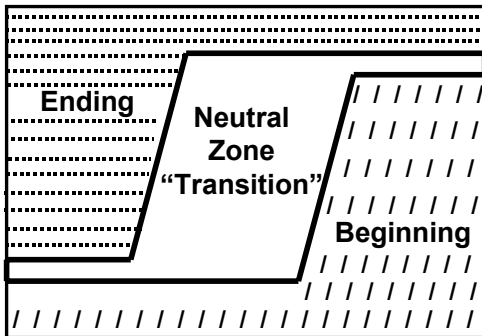
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1. Change's - pace, frequency, complexity - are increasing in business environment
2. Personal resistance is multi-dimensional
3. Traditional resistance mgt. often fails
4. Resistance is natural; how to harness it creatively in "transition" stage?

38

**3 PHASES TO CHANGE**

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39

**THE TRANSITION STAGE**

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- ◆ Between trapezes; Linus' blanket in dryer
- ◆ The old is dying, the new isn't born
- ◆ Moses (+) 40 years in the wilderness
- ◆ No/low rules, high questions → high creativity
- ◆ Rings of a tree (x) all branches

40

**OLD → NEW ASSUMPTIONS?**

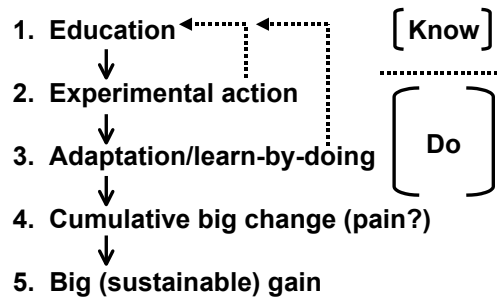
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- World is flat → round
- Go west to get east
- Downsize to grow faster
- 100% commonwealth capitalists

41

**CHANGE = GAIN & PAIN! (?)**

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42

## PAIN OF CHANGE?

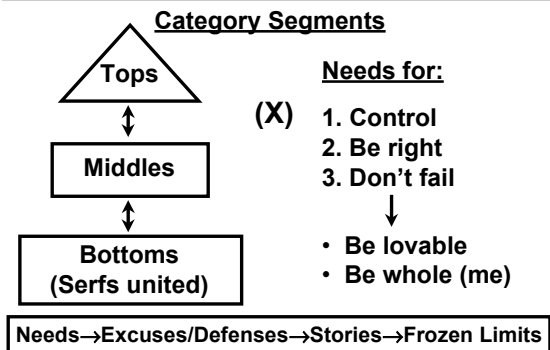
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- ◆ 40% (+) Emotional anxiety melts with educational process (20/60/20?)
- ◆ 15% (+) Operational implementation stress
- ◆ 40% (-) Psychological denial give-ups

43

## PSYCHOLOGICAL PUSH BACKS

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44

## DEFENSIVE REFLEXES

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1. Benchmark against bottom 90% (+) with data-free, selective views
2. We are different, this doesn't apply
3. Reasons why this won't work

Let's stay miserable & die slowly

45

## TOOLS FOR THE JOURNEY

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1. Sufficiently detailed, believable map
2. Common sensical new metrics
3. Change management repair toolkit
4. Everyone's oar is working
5. Collaborative forum (?)

46

## RESOURCES FOR THE TRIP

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No pro-active: time, talent & treasure

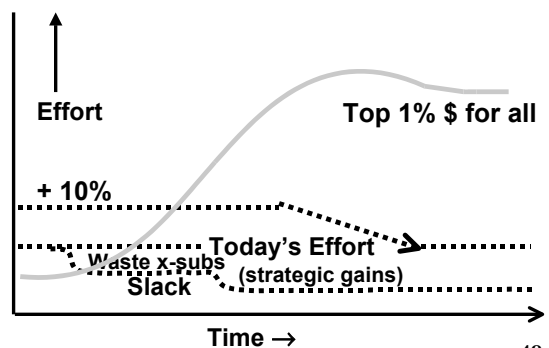
### Answers:

Downsize, upgrade, refocus, revitalize & renegotiate (lead → gold accounts)

47

## ENERGY ECONOMICS

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48

**KNOW - DO GAPS FOR:** MCG

1. Downsize, upgrade, refocus, revitalize (renegotiate for lead → gold accts.)
2. Reorganize around customer profits (value match)
3. OBM (sign them all up)

49

**GAPS TO FILL** MCG

Knowing	→	Do It	→	Maintain
<div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 5px;">√ Mgt 20/80 "What to"</div> <div style="border: 1px solid black; padding: 2px; display: inline-block; margin-bottom: 5px;">x Mgt 80/20? "How to"</div> <div style="text-align: center; margin: 2px 0;">↓</div> <div style="border: 1px solid black; padding: 2px; display: inline-block;">x Wally 100/100</div>		x WIIFM x #s everywhere x Fears x Bump tools x Weed to feed X Catalytic start(s) x Sustainable energy		X systems re-tuned & created

√ = Got It X = Don't 50

**KNOWLEDGE GAP EXAMPLE** MCG

"Not all customers are good"

But:

- I. (?s) #1 niche; 5 most profitable; 5 best targets; service metrics on the wall; WIIFM
- II. Define "perfect service" by niche, by strata
- III. How-to solutions for improving fill-rates, zero errors, 100% on-time service, surge mgt.
- IV. Breakthrough results on "small order mgt."

51

**WHAT IS THE TEACHING DELIVERY METHODOLOGY?** MCG

Video = most affordable, universally accessible training format

10 minute modules - allows for 8 repetitions in a 50 minute hour

Delegatable; affordable

Orientation tool for future employees too

52

**SUMMARY POINTS / QUESTIONS** MCG

1. Understand program "success" rates:
  - 70% Fail
  - 25% Fade in denial
  - 5%(-) Success
2. Structural solutions for:
  - Recovering autocratic "tops"
  - Guard-the-past "middles"
  - Dependent "Serfs"


53

Section 6

**Educational Challenges**

(+)

**A Tool Kit**



## THE "EDUCATION" THEME

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### How to educate about the:

1. ABC's of capitalism
2. 7 "PBIT/Customer" plays
3. Service excellence piece
4. Change/journey tools
5. 53 specific topics (Exhibit 3)

55

## EDUCATIONAL SOLUTION

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1. On-site, 1-hour slots
2. Video based (+) discuss
3. 8 - 10 reps in 50 minutes
4. Affordable (total cost of sweat equity?)
5. Top-down digestion process
6. Consistent & future persistent branch quality
7. "The video" special association offer

56

## STRUCTURAL BENEFITS OF VIDEO

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1. "Bruce's (bad) idea."  
(I'm just facilitating)
2. Done with credibility & comprehensive integration
3. CEO's anti-cave lines:
  - a. "Call Bruce?"
  - b. "Like your energy. Alt: commitment? Underlying, unspoken assumptions? Tell that to rest of stakeholders?"

57

## FINAL CONCLUSIONS

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### "Good to Great" will require:

1. Management's final resolve
2. Better for less video-ware
3. New metrics measuring & sharing tool
4. Built in learning tools for "pain"

58

## FINAL QUESTION

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1. Become like UPS or L. L. Bean:  
commonwealth system & benefits  
*or*
2. Work harder, make less, hate it &  
die slowly

Is "HPDIFA" worth a review?

59

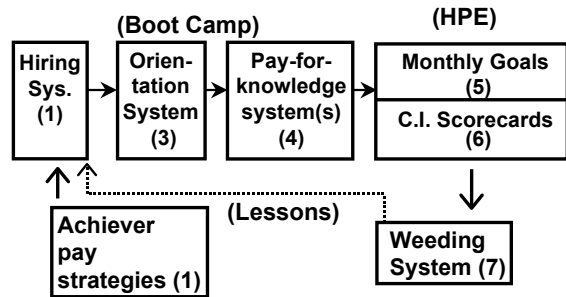
## "THE VIDEO" FACTS:

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- Title: "High Performance Distribution Ideas for All"
- ◆ 11 3/5 hours
    - 53 modules (10", 8 reps, 50 minutes)
    - Watch; watch (+) answer; discuss (+) connect
    - Meta-language phrases
  - ◆ 285 page "Implementation Guide"
  - ◆ Web site support

60

WHAT ABOUT PERSONNEL SYSTEMS? \* MCG



HPE - high performance environment, C.I. - continuous improvement  
\*See next slide for info on the 6 part audio tape, "Hiring, Training, Motivating & Keeping the Best Employees."

61

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**"Hiring, Training, Motivating and Keeping the Best Employees"**

MCG offers an audio tape kit that contains 6 hours from an all day seminar that Bruce conducted in 1990. Also included is a 39 page handout. Go to [merrifield.com](http://merrifield.com) for more on this video.

62

For more information visit,  
[www.merrifield.com](http://www.merrifield.com)  
(sign up for email notification of updates to the site)

Presentation by:  
D. Bruce Merrifield, Jr.

Presentation by:  
D. Bruce Merrifield

**PBIT RANKING NOTES**

- I. Analysis/action
- A. Any homogeneous group within top 10 most profitable?
1. Our #1 historically best niche?
  2. Forced us into 1-stop-shop array of items, well-stocked, frequently ordered allows for higher fill rates too.
- B. Best defense a good offense. Steps to take:
1. Interview top 10, to retune total product offering
  2. What are our: expected, extra and/or niche-specific services?
  3. Team-sell to build multi-strand relationship rope (magic act push-back?)
- C. Biggest losers → Winners (Lead → Gold)
1. What are the hidden costs with lots of small orders for them?
  2. Do they think they buy and pick-up for free (too)?
  3. Offer an audit to: lower your “TPC” and boost productivity
  4. Retune their purchasing assumptions and “system” and sell more
  5. Batting averages:
 

20 – 30%!	Yes! Buy more
50% +	OK, but volume follows more slowly
20%	No! So? What should we do? “It depends”
- D. What to do with the other 80% of all accounts that are marginally profitable or un-profitable?
1. Segment to sell and serve differently
    - a. Where are the boundary lines for A, B, C and D?
    - b. Rethinking your marketing, selling skills and allocation?
  2. How to manage the small customer and/or order problem?

II. Small order opportunity

A. "What if" stats:

- 1. Bottom 40% of all transactions → 5% of GM\$  
*but*, take 40% of operational cost load
- 2. 40% transaction → 10%; 5% of GM\$ → 3% GM\$  
(30% operational slack) + (2% GM\$ leave!)

B. Divide and conquer

- 1. Stop making in-house small orders
  - a. Splinter products and customers?
  - b. Don't back-order a small order, if OK with customer
  - c. Same day receiving (+) 95% cycle accuracy on A's
  - d. Good substitution skills (+) correct demand assignment
  - e. ?
- 2. Big customers with "good" (?) average order size?
  - a. "Do nothing" (?)
  - b. Reps constantly tune systems for "good target order size zone" (an incentive plan)
- 3. Small customer, small order → re-segment, re-price and re-term (e.g. special orders?)
- 4. Big offenders → visit and audit → retune and sell more

III. The salesforce?

A. ABC Supply's A, B, C, D customer breakdown of 1105 accounts "called on" by 13 sales reps.

Strata	Sales/year	# of Accounts
A	24K +	256
B	12 – 24K	187
C	3 – 12K	501
D	0 – 3K	200

How many outside sales people to cover 256 A accounts? 13?

B. See spreadsheet stats (Exhibit 1)

- 1. What to do with 7 "un-profitable" territories?
- 2. Relationship between GM% and PBIT/territory?

ABC Bakery Supply Case Study  
(Ranked by Column 8)

1	2	3	4	5	6	7	8	9	
Sales Rep	# of Accts	\$ Sales	Gross Margin	GM %	# of trxs.	GM\$/trx.	Profit Factor	PBIT	PBIT/trx.
1	4	1437691.53	268761.28	18.6939461	357	752.83	140.78	221637.28	620.83
2	80	1692797.60	291184.8	17.2013949	1063	273.93	47.12	150868.80	141.93
3	61	1085723.29	211375.82	19.4686640	663	318.82	62.17	123859.82	186.82
4	180	3387318.35	673083.27	19.8706823	3032	140.52	27.96	40803.27	8.52
5	89	1552267.47	343176.52	22.1080790	2346	146.28	27.65	33504.52	14.28
6	?	1135571.02	229665.67	20.2246857	1569	146.38	29.57	22557.67	14.38
7	3	2436.31	532.55	21.8588767	7	76.08	16.66	-391.45	-55.92
8	48	98932.94	26554.22	26.8406255	240	110.64	29.65	-5125.78	-21.36
9	41	630343.37	130948.39	20.7741361	1067	122.73	25.53	-9895.61	-9.27
10	119	1209238.31	282505.31	23.3622527	2502	112.91	26.42	-47758.69	-19.09
11	196	3233877.09	610556.85	18.8800264	5175	117.98	22.30	-72543.15	-14.02
12	130	1403532.13	316240.10	22.5317321	3032	104.30	23.47	-83983.90	-17.70
13	154	2805491.02	528093.09	18.8235530	5003	105.56	19.85	-132302.91	-26.44
<b>Totals</b>	<b>1105</b>	<b>19675220.43</b>	<b>3912677.87</b>		<b>26056</b>			<b>241229.87</b>	

Column 8 = GM% x GM\$/transaction  
 Column 9 = GM\$ - [3 of invoices X \$132/invoice]

**Module Titles From “High Performance Distribution Ideas For All**

**Section 1: Introductory Overview**

Introductory Overview (1<sup>st</sup> Video Module)  
Strategic Steps to Success Exhibit

**Section 2: What’s In It For You & All Stakeholders**  
**Basics of Capitalism & Premium Wages**  
**Basics of Financial ROI**

Module 2.1: Your wish list? How can the company afford it?

Module 2.2: Who invented the marketplace and its; wages?

Module 2.3: What is a premium wage for your job niche?

Module 2.4: A new employment contract

Module 2.5: Other stakeholder needs? Balance the gives and gets

Module 2.6: How much of sales become “profit?” What happens to those profits?

Module 2.7: Whose Money Is In The Company Anyway? So What?

Module 2.8: Financing The Growth Of The Company – The Current Asset Cycle

Module 2.9: The Four Purposes Of Profits

Module 2.10: What’s A Good ROI For A Company?

Module 2.11: Why Share The Company Numbers – Now!

Module 2.12: Financial Fluency Practice & Profit Motivated Behavior

**Section 3: How To Grow Profits With Customer Centric Strategies & Tactics**  
**Why To Pursue “Service Retention Economics”**

Module 3.1: Growing Profits Is Tough With The Wrong Assumptions

Module 3.2: How To Beat the Competition

Module 3.3: Pick One Customer Niche At A Time & Dominate It

Module 3.4: Selling Into Mature Customer Segments? Partner the “Gazelles”

Module 3.5: Measure Customer Profitability & Act

Module 3.6: Segment Customers & Service Them Differently

Module 3.7: Super Serve Franchise & Target Accounts

Module 3.8: The Small Order Problem: Basic Concepts

Module 3.9: Small Order Problem: Solving 4 Separate Types of Small Orders

Module 3.10: Small Order Implementation Case Study Ideas

Module 3.11: Unfreeze Sales Representatives Account Re-assignments

Module 3.12: Make Service Retention Economics Work

Module 3.13: Rethink & Co-create All Personnel Systems

Module 3.14: Employees Must Believe In & Invest In Themselves

Module 3.15: Measure Employees Morale Anonymously & Act

**Section 4: Achieving & Learning Basic Service Brilliance**

Module 4.1: Defining . . . . Perfect Service

Module 4.2: Measuring Inventory Fill-rates

Module 4.3: Improving Inventory Fill-rates

Module 4.4: The Role Of Service Manager

Module 4.5: Achieving Zero Errors

Module 4.6: Achieving 100% On-Time Delivery

Module 4.7: Learn-N-Earn Certification Programs – A Case Study

Module 4.8: Breakthrough & Heroic Recovery Services

Module 4.9: Empowerment – Levels Of The Concept

Module 4.10: Selling & Getting Paid For Basic Service Excellence

Module 4.11: Selling Best Total Procurement Cost (TPC)

Module 4.12: Buying Better, Selling Better Case Study Learning

Module 4.13: Win-Win, System Contracts With Best-Value Buying Customers

**Section 5: Concepts & Tools For The Transformational Journey**

Module 5.1: Pursue H P D \$ With One Sustainable Heart Beat

Module 5.2: Publishing Praising Statements For Everyone

Module 5.3: Challenge & Response Systems

Module 5.4: “Internal Benchmarking” Spurs “Mastery” For Everyone

Module 5.5: “Internal Job Benchmarking” Cases – Branch Managers, Outside Sales Reps

Module 5.6: Turn Boss-Subordinate, Parent-Child Relationships Into:  
“We’re All Adult Partners”

Module 5.7: New Problems? Push The Wheel Of Learning

Module 5.8: Make Good Mistakes

Module 5.9: Putting All Of The Video Ideas Together – Strategic Steps To Success

Module 5.10: Putting All Of The Video Ideas Together – Kinetic Chain Alignment

Module 5.11: The Power of Systems

Module 5.12: Compensation (Incentives) Myths & Traps

Module 5.13: “Human Fulfillment” Through Work (?)

## IMPORTANT FACTS ABOUT “THE VIDEO”:

- 53 (10 minute on average) modules that come in 6 VHS tapes in an attractive storage case that fits on any bookshelf. 11.5+ hours of elapsed educational programming.
- 285 page Implementation Guide that includes lesson plans, study and discussion questions for every module.
- Retails for \$995, but is available through numerous resellers at prices from \$595 and lower!

## REGARDING VIDEO RESELLERS

Who can be a reseller? A reseller can be any entity that will promote the video to constituents or forum members. There are already a number of different types of resellers that have different primary objectives. Buying Groups and some Associations see the video as a curriculum/discussion tool around which to organize round-table/forum discussion group sessions at regularly scheduled meetings. Manufacturers that are quite inter-dependent with their distributors see it as a training tool to help their “good distributors become great ones” so that they will grow faster and more profitably than the industry and in turn grow the manufacturer’s market share. Some software firms are re-tuning their business intelligence packages to support the local, real-time information needs for the productivity plays within the video. They all see the video as a valuable educational tool for their constituents.

Don’t see your affiliation group below? Have them contact us for the story.

## RESELLERS As of November 1, 2002:

Software vendors: NxTrend Technologies, Inc.,  
Enterprise Computer Systems,  
System Designs, Inc.

Manufacturers: ExxonMobil (industrial oil products distributors)

Associations: AED, ASAP, CIPH, CWA/MAD, EBMDA, FEWA,  
FPDA, FSSA, IDA, NAFD, NASSD, NPTA, NSDJA,  
OPWA, PTDA, TUG – Northeast, WAFD, WMIA

Buying groups: EMBASSY, IMARK’S INET Group 9, Johnstone Supply,  
OMNI, (many others are considering)