Back to 2013

KILGRAY
Translation Technologies

Back to 2013

100 DAYS AS CEO

Richard Brooks | memoQfest 2013 | Budapest
Keynote presentation

#memoQfest
@RichardMBrooks

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"What are you gonna do in ten years… **come back and present 3,650 days as a CEO?!"**

web: richard-brooks.com | email: BrooksRichardM@gmail.com | Twitter:@RichardMBrooks | #memoQfest

~~3,650 days as a CEO~~

Managing Customers

memoQfest keynote 2023
Richard Brooks

Every Zoom Call Ever

Less of this nonsense

London Incidental Orchestra

♩ = 120

rit. -

Host

Let me shaare myyyyy screeeeeeeen.

3

Can ev - ery - one see my screen?

Every Zoom Call Ever

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elia.

ALC

Loc industry superstar
Former Elia treasurer, former ALC treasurer and industry presenter/trainer.

slator
Language Industry Intelligence

Senior Advisor
Slator. Mastering the business of language courses.

Hello Budapest

Business Consultant
Business coach for localization industry entrepreneurs. Marketing, sales and business management.

an introduction to

Richard Brooks

MBA
Majoring in Economics and Marketing.

Lecturer
Cranfield School of Management. Teach key account management, sales and marketing.

Cranfield University

Ex LSP CEO/Owner
My own career…
Admin > Creative > Manager - MBA > CEO > buyout > Investor > Exit
(talk to me if you're stuck)

Founding Fellow
Institute of Sales Professionals. APPG member. SME specialist.

Institute of Sales Professionals

Mentor/Investor
Impact Central. Working closely with start-up businesses in London.

LSP Sales & Marketing Training

The learning in this module is primarily delivered by semi-formal lectures, case study discussions, pre-reading material, and group and individual work spread over 4 sessions. Develop your sales strategy and actions plan in a risk free environment before they are rolled out. Session 4 will be 1-on-1 coaching on your plan.

Session 1. An Introduction to B2B sales and marketing – Ending the War Between Sales and Marketing, Procurement, Sales, Marketing
Session 2. Practical Guide to Marketing an LSP – Digital Marketers Toolbox, 2022, Personas, Content creation process, Using AI to create content
Session 3. Practical Guide to Sales in an LSP – Pipeline, Sales leadership, Sales recruitment, Reward and Commission, Lead Generation, Sales tools
Session 4. Your Sales and Marketing Plan, Trainer's Feedback on it – Your plan will be specific to your company. It can take the form of a Marketing plan, Sales plan, Account development plan or a mixture of all (templates will be provided).
https://slator.com/event/lsp-sales-marketing-training-june-2023/

memoQfest special

Please use the code **LANGSMREPORT** when purchasing your ticket online to save $200 on your ticket.

Starts next Wednesday

Please share as much as you can on social media

#memoQfest #languageindustry

In case you need some inspiration…

"The best presentation I've seen in ten years #goodtobeback"

"OMG… 10 years and he's still using the same old jokes. #recycle"

"Not as much fun as the Gala Dinner but I came anyway. #IneedaCoffee

Or just let ChatGPT do it for you #weknowwhoyouare

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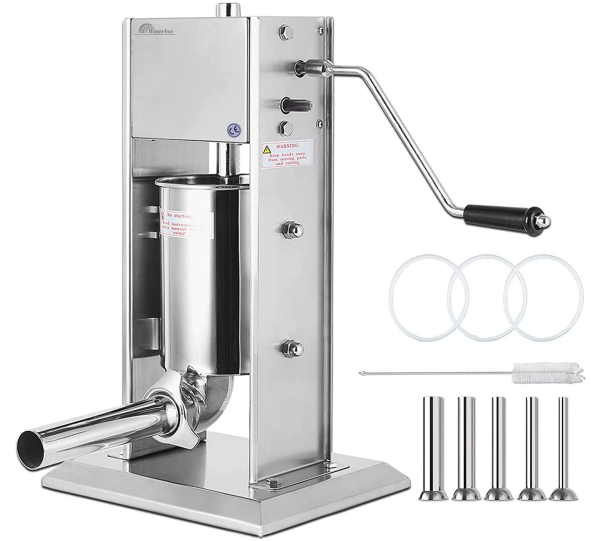
TL;DR too long; didn't read

Without the customer there is nothing. Never ever stop the sausage machine.

Value is hard to define. Value is what the customer thinks it is. Be the messenger of value.

Profits are created by your customers (not your products).

My Assumptions

I've ran an LSP… so I talk about LSPs but this can be applied to any service based business.

I'm talking about selling big complex things to big complex companies.

This is advanced stuff… you're advanced people.

I'll present you the models and theories so you can do your own research/go on your own journeys.

DON'T MAKE ASSUMPTIONS

My slides will be detailed and cited but if you don't get anything - contact me.

Trends (in sales/buying)…
The context in which you manage customers

- **Globalisation**. You will compete globally. Your customers will compete globally (huge opportunity for our industry).
- **Less customers** but more revenue from each. This has led to Key Account Management being taken seriously.
- **Digitisation** - shifts the power from the sales person to the customer (sales people used to be the google of the past)
- **Efficiency**. Working from home, less time for social, less time for lunches, fewer buyers, harder to get appointments.
- **Value** is co-created with your customer. They care about your Eco Systems (we have big networks, big corporates want big networks), Strategic advice (where do you want to go and how can I help you to get there), Servitization.
- **Ethics**. And changes to the law like section 172.
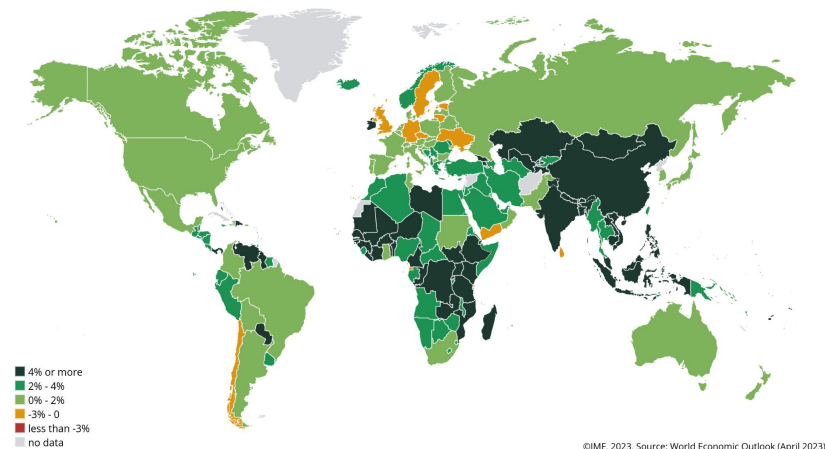- **AI**. ChatGPT, Midjourney, Photoshop, Canva, Bard etc etc etc… all need use cases in your customer's value chain.

Trends (in sales/buying)…
The context in which you manage customers

- **Globalisation**. You will compete globally. Your customers will compete globally (huge opportunity for our industry).
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- **Value** is co-create~~~~~ ~~~~~e big networks, big corporates want big networks), Strategic advice (where do you want to go and how can I help you to get there), Servitization (not always easy for manufactures).
- **Ethics**. And changes to the law like section 172.
- **AI**. ChatGPT, Midjourney, Photoshop, Canva, Bard etc etc etc… all need use cases in your customer's value chain.

It's your job to build a team who can navigate all this.

IMF Data Mapper ®   Real GDP growth (Annual percent change, 2023)

4% or more
2% - 4%
0% - 2%
-3% - 0
less than -3%
no data

©IMF, 2023, Source: World Economic Outlook (April 2023)

IMF Data Mapper ®   Real GDP growth (Annual percent change)

Emerging market and developing economies   Advanced economies   World

©IMF, 2023, Source: World Economic Outlook (April 2023)

Economic Trends

Economy is slowing down… driven by
- Inflation (MV = PY)
- Interests rates increasing
- War
- Aging population
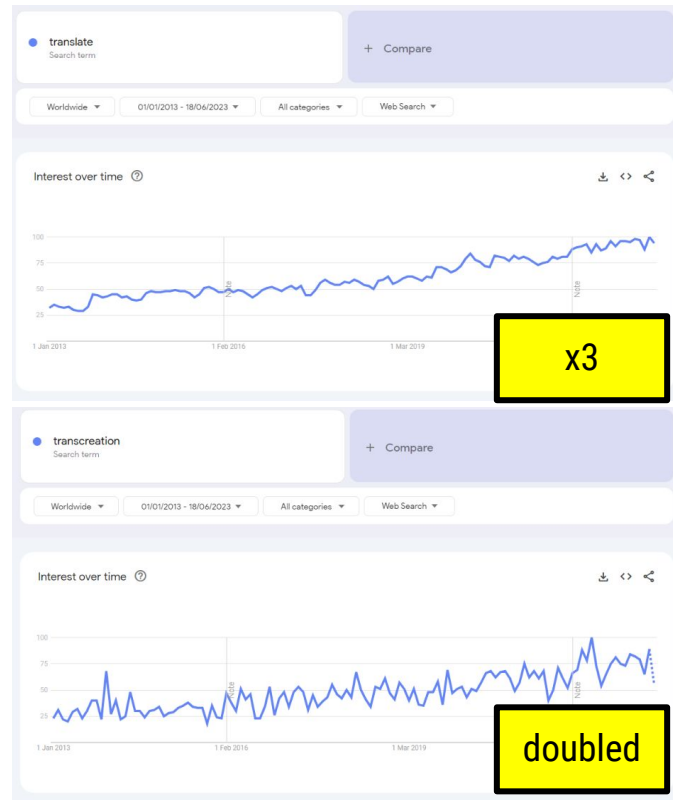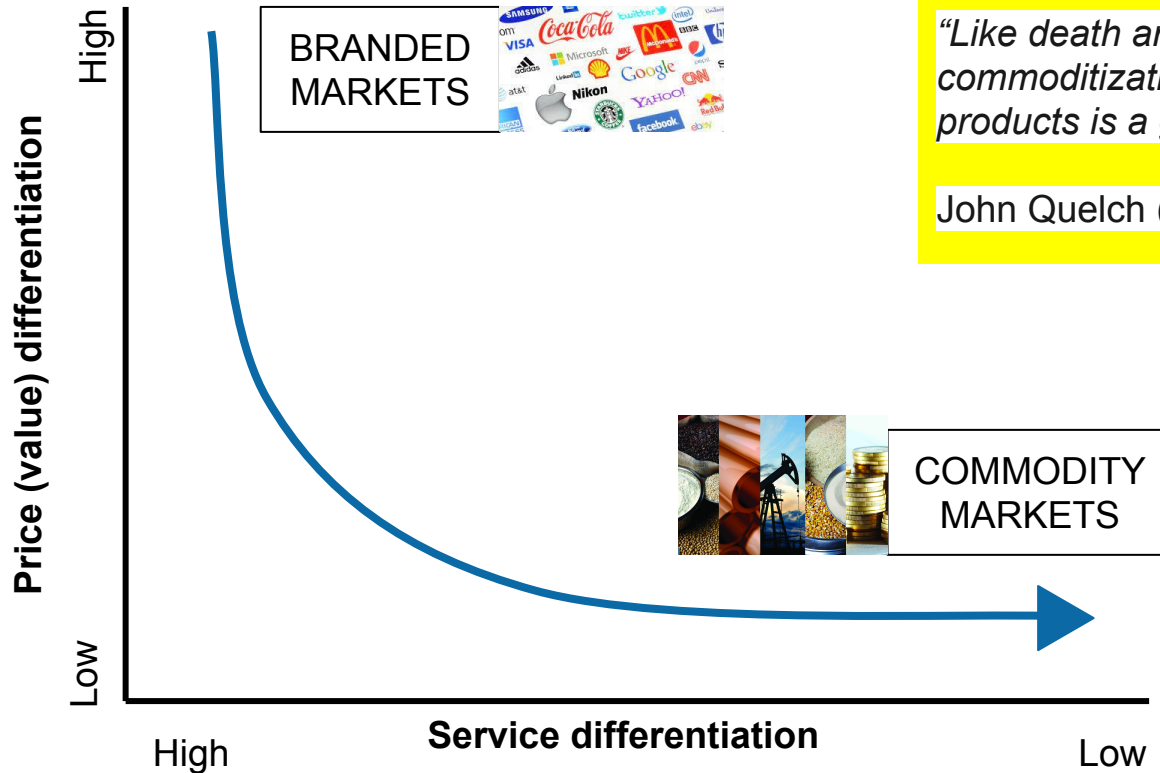- Climate change

All a bit grim…

Beware:
Often difficult to cut through the political agenda when researching macro economics.
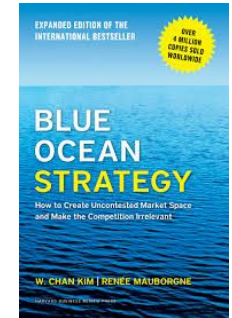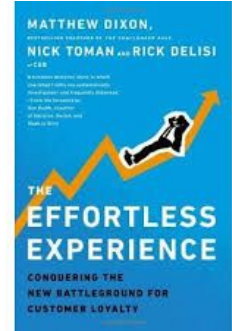
Google Trends last ten years

doubled

x3

Was already perfect

doubled

Does everything get commoditised?

BRANDED MARKETS

COMMODITY MARKETS

Price (value) differentiation — High / Low

Service differentiation — High / Low

"Like death and taxes, commoditization of your products is a given."

John Quelch (Harvard)

THE EFFORTLESS EXPERIENCE
MATTHEW DIXON, NICK TOMAN and RICK DELISI
CONQUERING THE NEW BATTLEGROUND FOR CUSTOMER LOYALTY

BLUE OCEAN STRATEGY
How to Create Uncontested Market Space and Make the Competition Irrelevant
W. CHAN KIM | RENÉE MAUBORGNE

adapted from M Clark Henley Business School

Are translation services commoditised?

A commodity is a basic good used in commerce that is interchangeable with other goods of the same type. Commodities are most often used as inputs in the production of other goods or services. A commodity thus usually refers to a raw material used to manufacture finished goods.

Commodity Definition - Investopedia

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Are translation services commoditized?

A commodity is a basic good used in commerce that [...] with other good [...] Commodities a [...] inputs in the pr [...] goods or servic [...] usually refers to a raw material used to manufacture finished goods.

Commodity Definition - Investopedia

Depends how you position your service

[What to do] When Your Product Becomes a Commodity

1. ==Decide which customers you do NOT want to serve==, try renegotiating prices with them and, failing that, fire them. You will lose market share but improve profitability.

2. ==Compensate your salesforce on profit margin==, not sales revenues. A volume-based salesforce will sign up any customer, regardless of profitability. That's OK early in the product life cycle but not in maturity.

3. ==Trim costs== and acquire competitors (with profitable customers) to extract maximum scale economies in procurement, manufacturing, and distribution.

4. If you aren't the low cost producer, ==complicate your pricing structures so customers can't easily make side-by-side comparisons==, and provide discounts as needed of artificially inflated published prices.
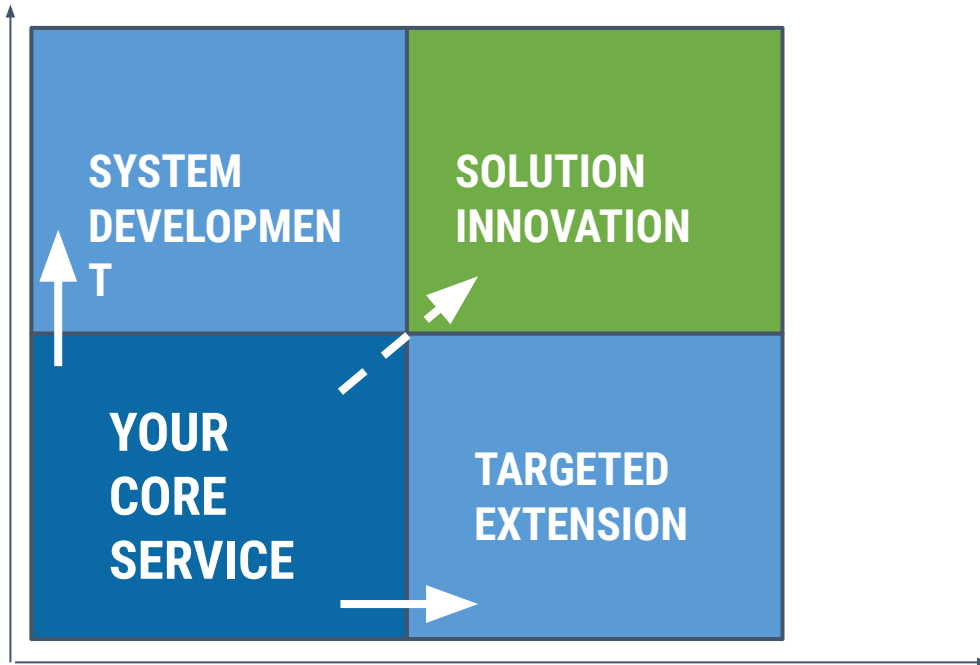
Based on work from John Quelch, When Your Product Becomes a Commodity. HBR. Dec 2007.

Add value to your core

Value Added through Bundling

SYSTEM DEVELOPMENT

SOLUTION INNOVATION

YOUR CORE SERVICE

TARGETED EXTENSION

Value Added through Segmentation & Customization

Value add should be strategic.

Focus it around the customer.

Value is defined by your customer… find out why they want.

Developing Personas are great but…
these two are in the same customer segment

● Born in 1948 in England ● Married the second time ● 2 kids ● Successful ● Very Wealthy ● Spend winter vacations in the Alps ● Likes dogs	● Born in 1948 in England ● Married the second time ● 2 kids ● Successful ● Very Wealthy ● Spend winter vacations in the Alps ● Likes dogs

Developing Personas is great but… King Charles III and Ozzy Osbourne are in the same customer segment

	- Born in 1948 in England - Married the second time 2 kids - Successful - Very Wealthy - Spend winter vacations in the Alps - Likes dogs

The artist formerly known as the Prince of Wales

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The artist formerly known as the Prince of Wales

- Born in 1948 in England
- Married the second time
- 2 kids
- S
- V
- S v
- A
- L

Relying solely on demographics might lead to stereotyping… Use buying behaviours or customer insights instead
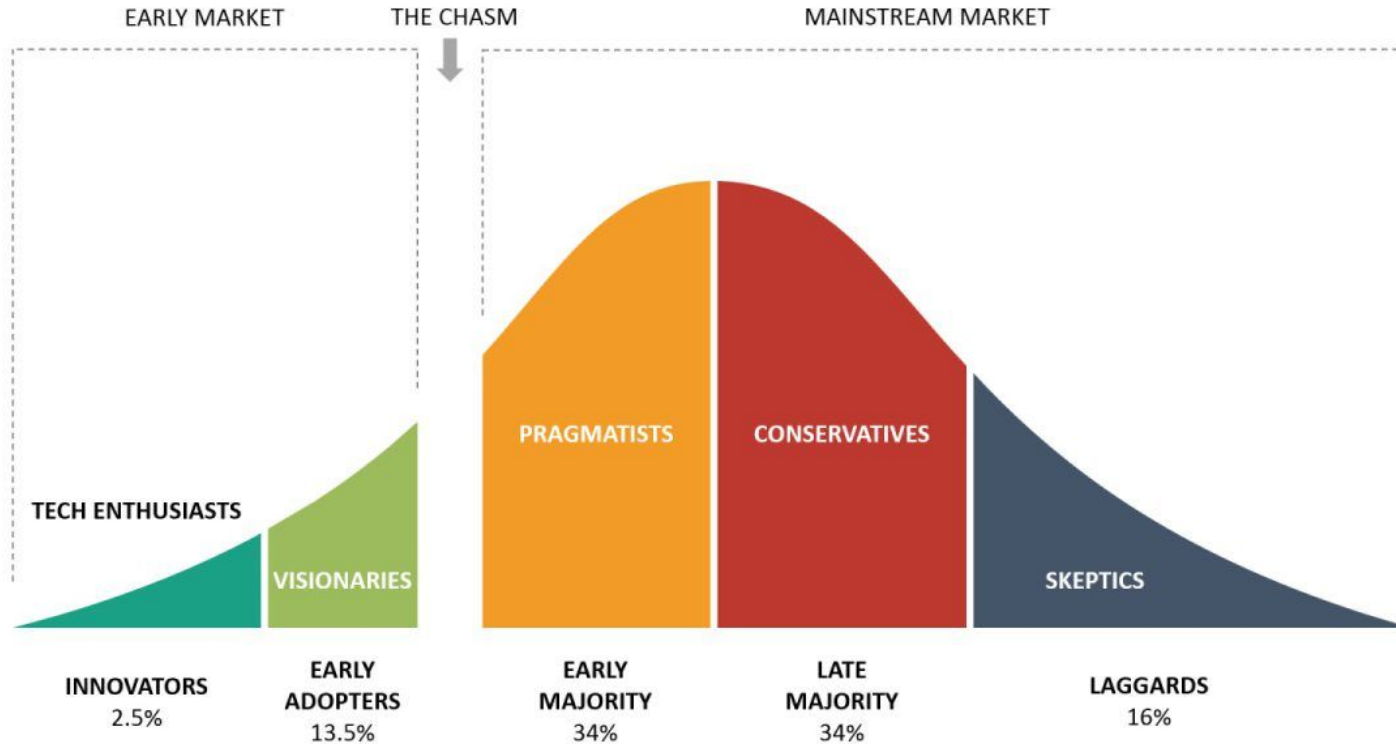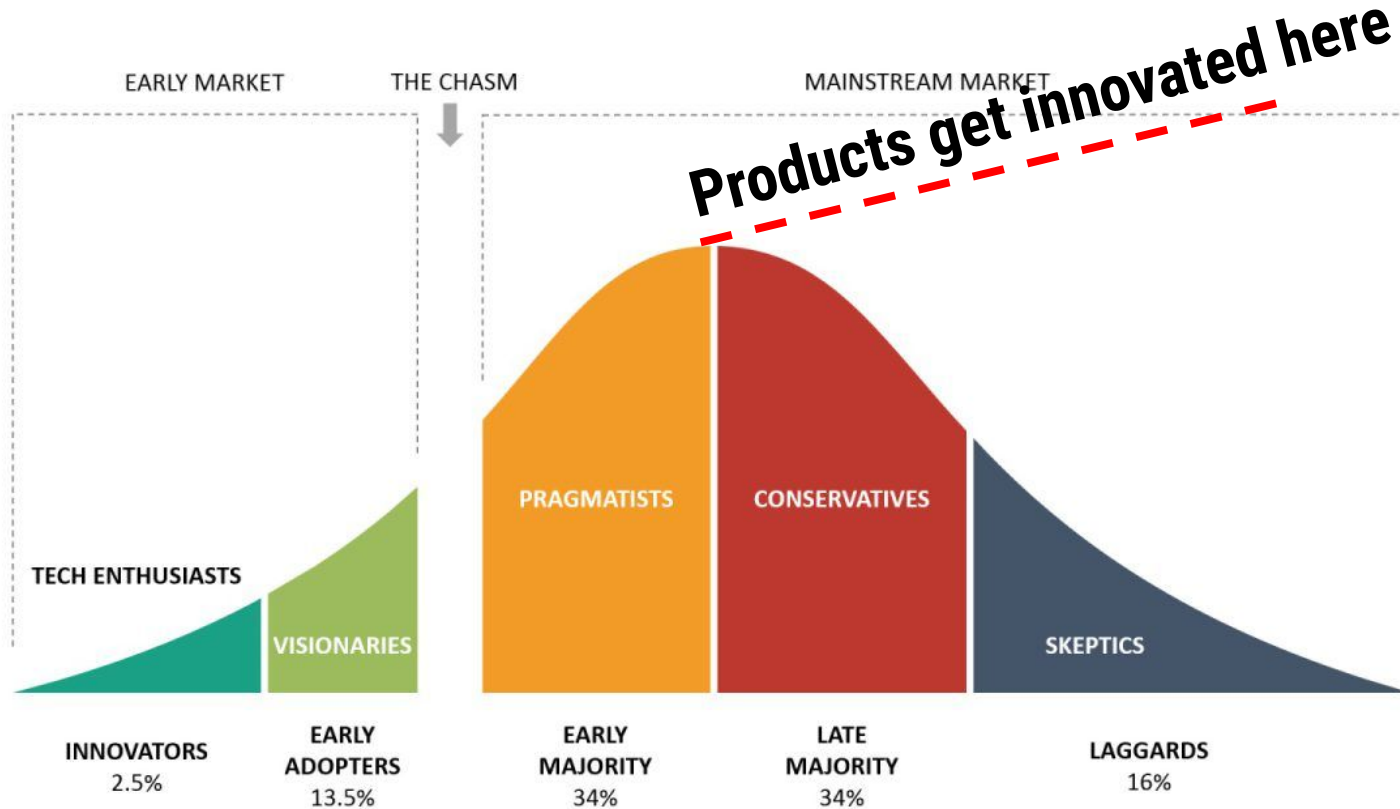
The artist formerly known as the Prince of Darkness

- Born in 1948 in England
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Product life cycle

EARLY MARKET   THE CHASM   MAINSTREAM MARKET

TECH ENTHUSIASTS

VISIONARIES

PRAGMATISTS

CONSERVATIVES

SKEPTICS

INNOVATORS
2.5%

EARLY
ADOPTERS
13.5%

EARLY
MAJORITY
34%

LATE
MAJORITY
34%

LAGGARDS
16%

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Product life cycle

Product life cycle

Product life cycle

Great… but the question here is how does this apply to localization. More importantly your company and your customers.

If the B2B sales process involves procurement
Learn how procurement think

LEVERAGE ITEMS
- Exploitation of full purchasing power
- Targeted pricing strategies/negotiations
- Abundant supply

STRATEGIC ITEMS
- Development of long-term relationships
- Collaboration and innovation
- Natural scarcity

NON-CRITICAL ITEMS
- Product standardisation
- Process efficiency (automated purchasing e.g. catalogues, e-tendering)
- Abundant supply

BOTTLENECK ITEMS
- Low control of suppliers
- Innovation and product substitution and replacement
- Production-based scarcity

Profit impact (High) — *Supply risk* (High)

Kraljic, P., 1983. Purchasing must become supply management. Harvard Business Review 61 (5), 109–117.

"If you know the enemy and know yourself, you need not fear the result of a hundred battles."
– Sun Tzu, The Art of War

Learn procurement. Go on their courses, get to know them, learn how they think, make friends with them. Resistance becomes support.

Kraljic Matrix

LEVERAGE ITEMS	STRATEGIC ITEMS
• Exploitation of full purchasing power • Targeted pricing strategies/negotiations • Abundant supply	• Development of long-term relationships • Collaboration and innovation • Natural scarcity
NON-CRITICAL ITEMS	BOTTLENECK ITEMS
• Product standardisation • Process efficiency (automated purchasing e.g. catalogues, e-tendering) • Abundant supply	• Low control of suppliers • Production-based scarcity

(vertical axis: Profit impact — High; horizontal axis: Supply risk — High)

if you're selling you want to be in this box but...

… the buyer will want you to be in this box.

"If you know the enemy and know yourself, you need not fear the result of a hundred battles." — Sun Tzu, The Art of War

Kraljic, P., 1983. Purchasing must become supply management. Harvard Business Review 61 (5), 109–117.

Kraljic Matrix for the loc industry

LEVERAGE ITEMS • Exploitation of full purchasing power • Targeted pricing strategies/negotiations • Abundant supply	**STRATEGIC ITEMS** • Development of long-term relationships • Collaboration and innovation • Natural scarcity
NON-CRITICAL ITEMS • Product standardisation • Process efficiency (automated purchasing e.g. catalogues, e-tendering) • Abundant supply	**BOTTLENECK ITEMS** • Low control of suppliers • Innovation and product substitution and replacement • Production-based scarcity

Axis labels: Profit impact (High) — Supply risk (High)

Kraljic, P., 1983. Purchasing must become supply management. Harvard Business Review 61 (5), 109–117.

Can we drive this through localization services alone?
Where does MT sit on here?

Does it overlap the customer experience?

Where do you sit with your important customers?

Don't ever tire of telling the customer the value you create them.

Value proposition planner

Impact	Capability	Cost (Value)
The benefits a customer will receive from a product or service. EG: increased revenue, cost savings, efficiency improvements, risk mitigation, or any other significant positive effects.	The unique skills, technologies, resources, and expertise that enable your company to deliver the promised impact.	The economic rationale behind choosing the product or service. A clear demonstration of the cost-effectiveness of the solution.

SWOT 'Analysis'

Strengths	Opportunities
Weaknesses	**Threats**

SWOT 'Analysis'

Strengths	**Opportunities**
Weaknesses	**Threats**

SWOT 'Analysis'

Strengths	Opportunities
	Stupid Waste Of Time
Weaknesses	Threa

Strengths

Expertise: Specialised in language translation with experienced and qualified linguists.
Diverse Services: Can translate a wide range of languages and offer different types of translation (technical, medical, legal, etc.).
Quality Assurance: Use of rigorous quality control measures to ensure accuracy.
Technology: Utilization of modern technology and software to improve efficiency and accuracy.
Cultural Understanding: Profound understanding of the cultures related to the languages they work with, which is essential in translation.

Weaknesses

Dependence on Human Resource: As the quality of translations largely depends on the skills of the translators, any attrition can impact the quality and turnaround time.
Cost Structure: Professional translation services can be costly, which might deter potential clients with a lower budget.
Technological Limitations: While AI and machine translations can be utilized for efficiency, they can't replace human translators entirely due to limitations in understanding context, idioms, or cultural nuances.

Opportunities

Globalization: As businesses become increasingly global, demand for professional translation services is likely to increase.
Digital Expansion: Endless growing need for translation of digital content.
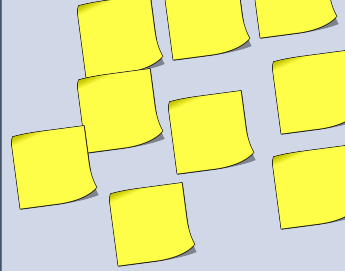**AI and Machine Learning**: Technological advancements in AI can help automate some parts of the translation process.
Legal Requirements: Regulatory changes or legal requirements in certain industries (like healthcare or legal) could necessitate translation services.
Emerging Markets: Expanding services to emerging markets provide significant growth opportunities.

Threats

Global Competition: Google perceived as good enough.
Technological Disruption: Advances in AI automate the translation process.
Price Pressure: Clients might push for lower prices due to the availability of cheaper or free alternatives.
Economic Uncertainty: Are we in recession?

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Strengths Vs Opportunities (Strategic Exploitation)

Weaknesses Vs Opportunities (Strategic Improvement)

Strengths Vs Threats (Strategic Defense)

Weaknesses Vs Threats (Strategic Mitigation)

1. SEGMENT DESCRIPTION
It should be a *specific* part of the business and should *be very important* to the organisation

2. CRITICAL SUCCESS FACTORS
In other words, how do customers choose?

1	
2	
3	
4	
5	

3. WEIGHTING
(How important is each of these CSFs? Score out of 100)

Total 100

4. STRENGTHS / WEAKNESSES ANALYSIS
How would your customers score you and each of your main competitors out of 10 on each of the CSFs?
Multiply the score by the weight.

	You	Comp A	Comp B	Comp C	Comp D
1					
2					
3					
4					
5					
°					

5. OPPORTUNITIES / THREATS
What are the few things outside your direct control that have had, and will have, an impact on this part of your business?

OPPORTUNITIES

1	
2	
3	
4	
5	

THREATS

6. KEY ISSUES THAT NEED TO BE ADDRESSED
What are the really key issues from the SWOT that need to be addressed?

Marketing Mix

Applied to the localisation industry ⟹

Product
Define your service offerings (e.g., document translation, website localization, software localization, etc.)

Price
Determine pricing strategy for each service. Evaluate competitor pricing structures. Can value be included in price?

Place
Identify the most effective way to reach your target audience.

Promotion
Identify the most effective promotional channels for your target audience.

People
Invest in training for your team to ensure high-quality translations.
Foster a customer-centric culture to enhance customer satisfaction.
Develop strong relationships with both your clients and your translators.

Process
Map out the process from initial contact to project completion.
Regularly measure customer satisfaction and look for continuous improvement opportunities.

Physical Evidence
Collect and showcase testimonials, case studies, and other proof of the quality of your services. Ensure that all physical evidence supports your brand values and promises.

I have more on this topic… email me if you want a pdf

Transactional selling means I know what I want. So I can google that and then play suppliers off against each other (RFP) while I buy as a commodity. All other things being equal the price drops to the marginal cost of production (very close to zero). - works in the short term… will lead to one winner.

Position yourself as two things.

- **the Doctor.** Diagnose before you prescribe.
- **the Architect**. Empathise with the customer to understand their world and what they want to achieve (who are they and how do they want to live).

Brooks' Sales Equation

| Your customer | Your product/ service | The thing the customer can do. Value-in-use. |

Brooks' Sales Equation

This isn't what you sell

This is

Your customer

Your product/ service

The thing the customer can do. Value-in-use.

The Service Profit Chain

Service quality → Customer experience quality → Value-in-use →

Customer Profitability box

Advocacy   Acquisition

Retention

Share of Wallet
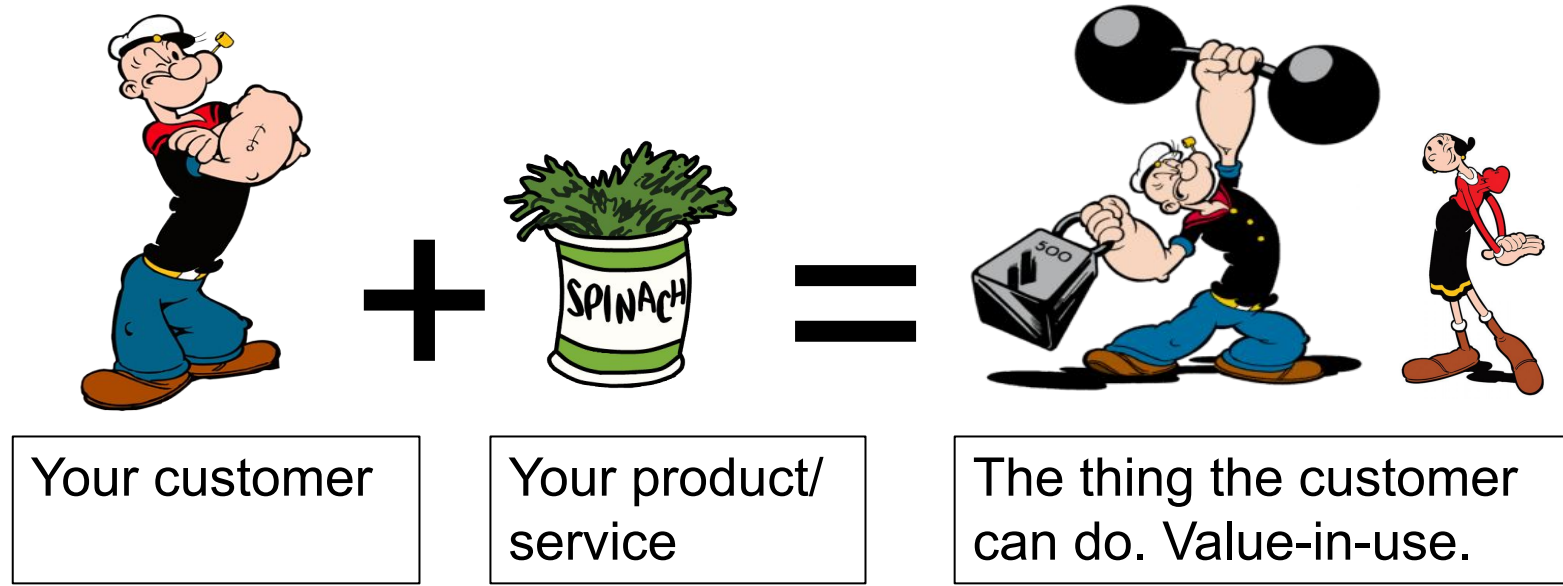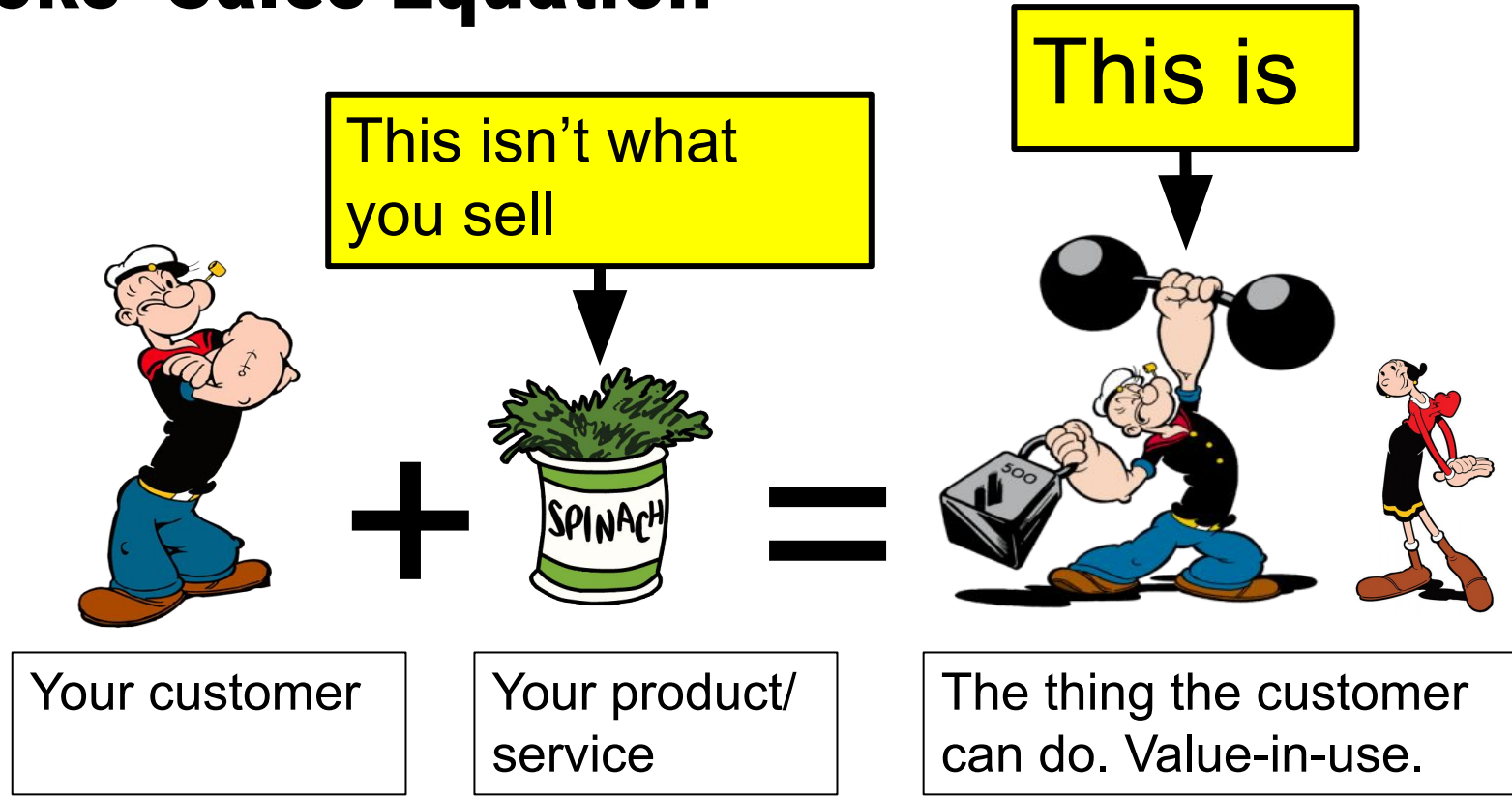
This is where profits are created
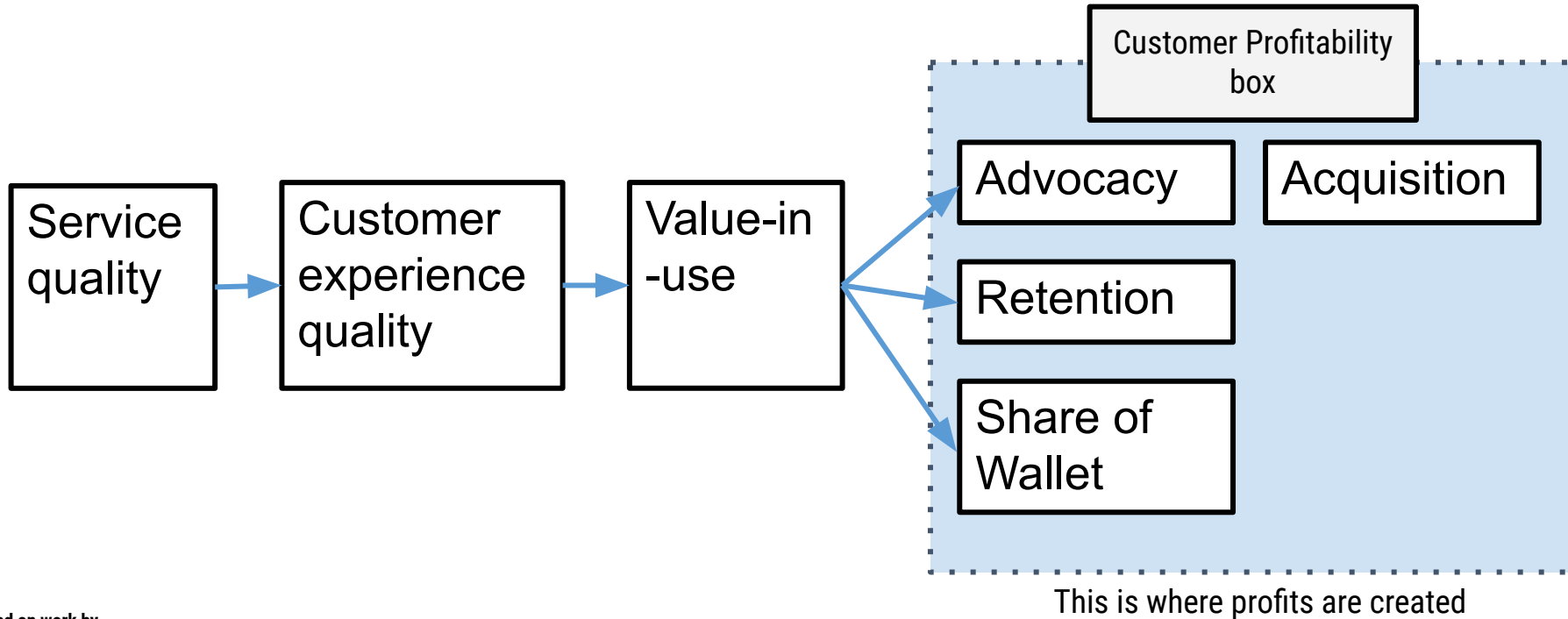
Based on work by
James L. Heskett, Thomas O. Jones, Gary W. Loveman, W. Earl Sasser, Jr., and Leonard A. Schlesinger
https://hbr.org/2008/07/putting-the-service-profit-chain-to-work

Question here is… if this is where profits come from then what strategies do we employ to maximise?

Acquisition
Advocacy
Retention
Share of Wallet

Acquisition

You need sales quick!... here's some ideas.

Buy more leads from vendors like Linkedin (pretty much always fails).

Bid more aggressively on paid search (can work, but skyrockets costs of acquisition).

Bid more aggressively for "top spots" on affiliate sites (again, skyrockets costs of acquisition).

Retarget more aggressively - this will drive mostly cheap traffic and buyers that still aren't ready, although you'll probably move a portion of them down your funnel.

Do conversion rate optimization - hard to ramp, implement and get a result quickly, with lots of room for losses when doing this out of desperation.

Promos and discounts can work but it's a gimmick and will hurt revenue because loss of margins.

Try and pressure sell opportunities which are in progress. Might work in a low cost product environment, but almost always a bad idea if selling more complex solutions that a box.

Win back campaigns - work with sales to try and steal competitor customers - example PandaDoc targeting DocSend aggressively right now. Pretty gimmicky and might work to an extent, but this is unlikely to be your salvation.

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Never act of of desperation. Master the art of building momentum in your business. Never ever stop the sausage machine.

Acquisition

Marketing Process

Inbound Marketing Methodology
The best way to turn strangers into customers and promoters of your business.

Attract	Convert	Close	Delight
Strangers → Visitors	Visitors → Leads	Leads → Customers	Customers → Promoters
Blog Social Media Keywords Pages	Calls to Action Landing Pages Forms Contacts	Email Workflows Lead Scoring CRM Integrations	Social Media Smart Calls to Action Email Workflows

AWARENESS

INTEREST

ACTION
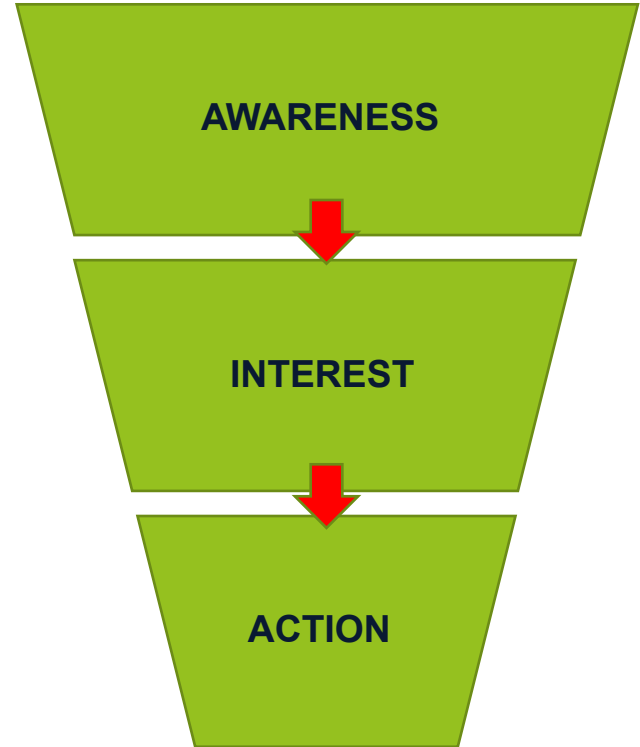
Advocacy

The Ladder of Loyalty
Moving your accounts up the ladder

| Partner |
| Advocate |
| Support |
| Client |
| Customer |
| Prospect |
| Suspect |
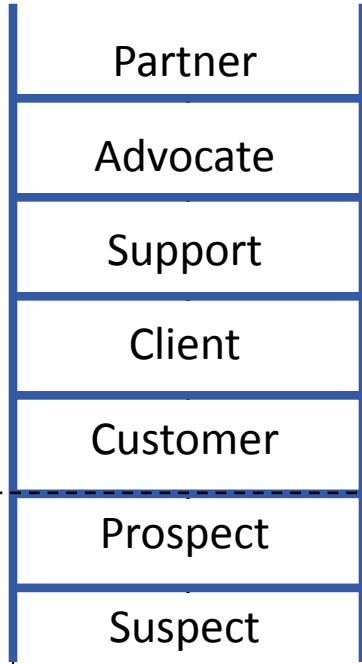
Mutually rewarding relationship where neither party intends on leaving.

- 96% of dissatisfied customers never complain but 90% of them never return.
- ONE happy customer tells at least NINE others
- 13% of unhappy customers tell at least twenty others
- It takes five times as much effort, time and money to attract a new customer than it does to keep an existing one.

- Source: USA White House Office of Consumer Affairs

5% increase in customer retention leads to a profit improvement of at least 25% in NPV of future earnings.

- From a study by Reichheld & Sasser. Harvard Business Review. September 1990

Advocacy

Make it easy for your customers to advocate your service. How do you score on the Advocacy Scorecard?

Score out of 10

Social sharing	Customers act as advocates through sharing content from your website or social media on their own platforms.	
Customer quotes	Customers may share their experience with your product or service through a reference statement or testimonial. This statement can be shared on social media, your website, or pitch decks.	
Customer references	Also called case studies, references are similar to quotes in that they share a customer success story, but in more detail. A collection of case studies can be used by your sales team to complement a pitch deck.	
Reviews	Reviews are customer feedback on a specific product or service you offer. They may include details about your business's customer service experience, and can be promoted online.	
Referrals	A referral is when a customer advocate recommends your product or service to a peer directly.	
Speaking engagements	If your organization hosts events like conferences or webinars, inviting customers to speak can be a powerful form of advocacy. It's also an opportunity for brand promotion for your customer.	
Customer advisory boards.	Customer advisory boards are made up of 10 to 15 senior executives from customer organizations. Customer advisors provide valuable insight that helps shape the future of your business's priorities and strategy.	

Retention

Retention Rate = ((CE-CN)/CS)) X 100

CE = The total number of customers when the period ends
CN = The total number of new customers that you acquired during the period
CS = The total number of customers at the start of a period

Retention

The leaky cup/bucket of customers.

aka customer churn.

There's a million reasons to leave;

- dissatisfaction with a product or service,
- competitors offering a better alternative,
- change in personal circumstances.

To address this issue, companies may implement strategies such as improving the customer experience, offering loyalty programs, and conducting market research to understand the reasons for churn and identify opportunities to retain customers.

Leaky Bucket of Customers

£££

Retention

Use Surveys and Net Promoter Score

Here are some templates
https://www.qualtrics.com/marketplace/survey-template/

Bad news early is good news.

NPS measures the customer experience.

Calculate your NPS using the answer to a key question, using a 0-10 scale: How likely is it that you would recommend [our company] to a friend or colleague?

Respondents are grouped as follows:

Promoters (score 9-10)
Passives (score 7-8)
Detractors (score 0-6)

Subtracting the percentage of Detractors from the percentage of Promoters gives the Net Promoter Score, which can range from a low of -100 (if every customer is a Detractor) to a high of 100 (if every customer is a Promoter).

Share of Wallet

Share of wallet is a key sales metric because of the fundamental nature of selling products. According to marketing studies, it is five to seven times less expensive for a company to make additional sales to existing customers than it is to create new customers.
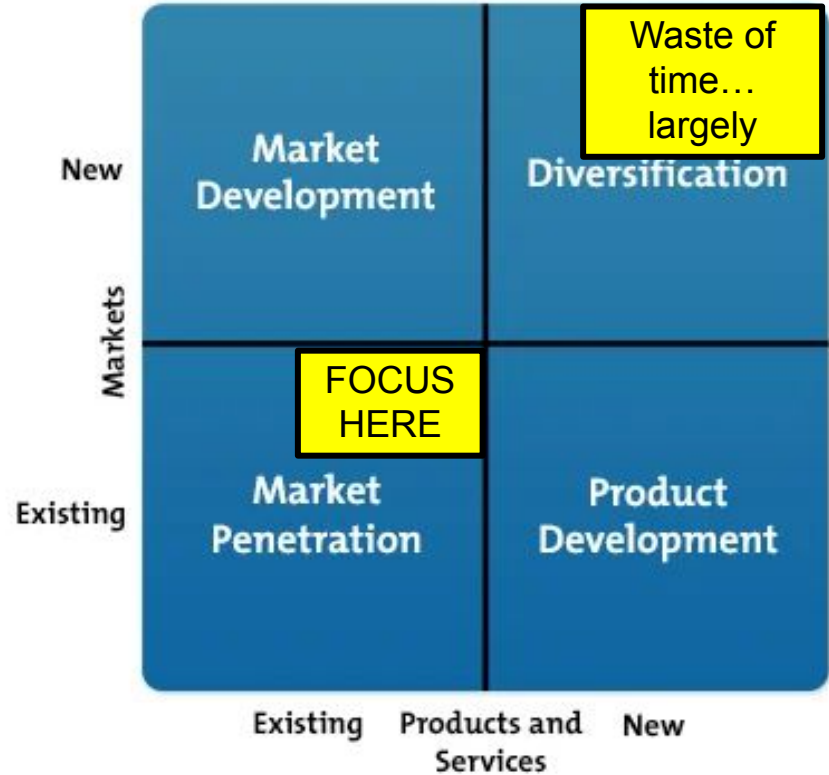
Total share of wallet is made up of
- What your customer spends with you
- What they spend with competitors
- What they do themselves
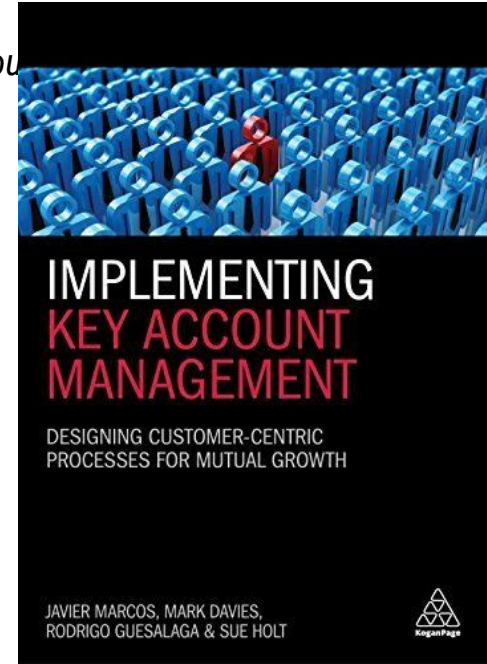- What they should do but don't

Share of Wallet

Ansoff Matrix

Much easier to sell to someone who has bought from you before.

Waste of time… largely

FOCUS HERE

Changing Skill Set for Sales

- Value Ambassador. *It's your job to tell the customer about the value you[...] their business (or customer's business).*

- Strategist. Be able to see the bigger picture and be strategic.

- Innovator. Come up with new value propositions and be different.

- Rainmaker. You still gotta sell !

- Team Builder. Manage complex cross-functional teams.

- Silo-Buster. Get things done means connecting across the business.

- Planner. The details part.

- Change Agent. Making things happen.

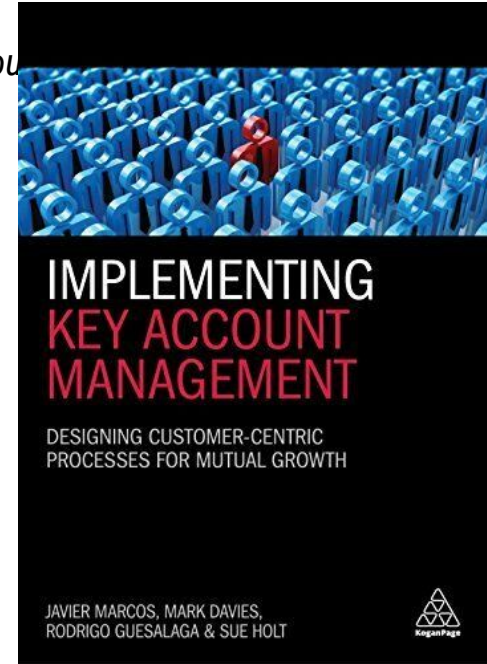**IMPLEMENTING KEY ACCOUNT MANAGEMENT**

DESIGNING CUSTOMER-CENTRIC PROCESSES FOR MUTUAL GROWTH

JAVIER MARCOS, MARK DAVIES, RODRIGO GUESALAGA & SUE HOLT

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Changing Skill Set for Sales

- **Value Ambassador.** *It's your job to tell the customer about the value you [...] their business (or customer's business.)*

- **Strategist.** Be able to see [...]

- **Innovator.** Come up with [...]

- **Rainmaker.** You still gotta [...]

- **Team Builder.** Manage [...]

- **Silo-Buster.** Get things do[...]ness.

- **Planner.** The details part. [...]

- **Change Agent.** Making things happen.

How does your sales team compare?

Do they need training differently?

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Key learning points

If you sell your service like a commodity your customer will buy it like one.

Price should not be an issue if you can financially qualify the value proposition. Show your customer how dealing with you will create value for them. Be the messenger of value.

Profits come from customers. To maximise this you need strategies on acquisition, advocacy, retention and share of wallet.

Don't stop the process… it cannot be re-started quickly.

Reading List

Here's a list of the books I mentioned (directly or indirectly)

Corporate Strategy

Competitive Strategy: Techniques for Analyzing Industries and Competitors by Michael E. Porter

Blue Ocean Strategy by W. Chan Kim and Renée A. Mauborgne

Start With Why by Simon Sinek

Business Model Generation by Alexander Osterwalder and Yves Pigneur

The Fourth Industrial Revolution by Klaus Schwab

Management

The Practice of Management by Peter Drucker

Managing by Henry Mintzberg

The Innovator's Dilemma by Clayton M. Christensen

ReWork: Change the Way You Work Forever by Jason Fried

The 7 Habits of Highly Effective People by Stephen R. Covey

Who Moved My Cheese by Spencer Johnson

Sales/Marketing/Account Management

Implementing Key Account Management by Javier Marcos, Mark Davies et al

The Challenger Sale by Matthew Dixon and Brent Adamson

Purple Cow by Seth Godin

The Effortless Experience by Matthew Dixon , Nicholas Toman, et al

SPIN-Selling Neil Rackham

Leadership

The Lean Startup: How Today's Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Eric Ries

Leaders Eat Last: Why Some Teams Pull Together and Others Don't. Simon Sinek

The Art of War. Sun Tzu (Especially relevant for leadership strategy)

Entrepreneurship

Zero to One: Notes on Startups, or How to Build the Future. Peter Thiel and Blake Masters

The Innovator's Dilemma. Clayton M. Christensen

Drive: The Surprising Truth About What Motivates Us. Daniel H. Pink

Thinking, Fast and Slow. Daniel Kahneman

Operations and Supply Chain

The Goal: A Process of Ongoing Improvement. Goldratt and Jeff Cox

The Toyota Way. Jeffrey K. Liker

A job for Monday

I know that's a lot of information but think of ==one thing== you can do to move your business forward next week and ==who you need to talk to to make it happen==.

1% BETTER EVERY DAY

1% worse every day for one year. $0.99^{365} = 00.03$

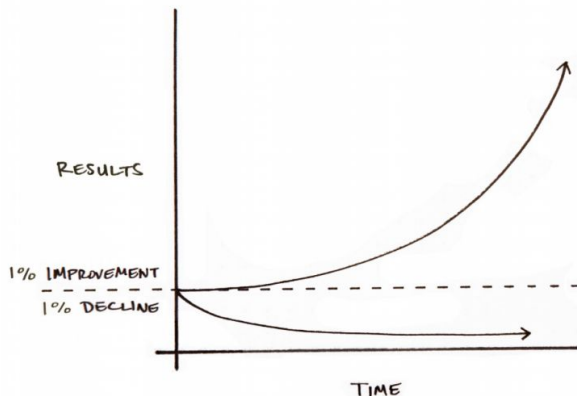1% better every day for one year. $1.01^{365} = 37.78$

FIGURE 1: The effects of small habits compound over time. For example, if you can get just 1 percent better each day, you'll end up with results that are nearly 37 times better after one year.

THE END :(

Köszönöm

Are there any easy
questions?
See you in 2033.

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to save $200 on your ticket.

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https://slator.com/event/lsp-sales-market
ing-training-june-2023/

VOUCHER

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attendees of memoQfest 2023.

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1HOUR