

Contents

CHAPTER 1 : COMPETITIVENESS

1. Key Elements and Components of Competitiveness	3
2. Good Culture	4
Most Important Corner Stone	4
Number One Company–Number One Culture	5
Who Make Culture? Top-down or Bottom-up	5
Good System and Flexibility	6
Good Culture or Good People	7
3. Good Management and Good Administration	8
Most Important Basics	8
Value of Good Administration	8

Good Planning	9
Thirty Percent Loss Elimination	10
Cost Saving	11

CHAPTER 2 : GLOBAL CITIZEN

1. Five Key Elements	15
2. Positive Mindset and Optimism for Subjective Well-being	16
3. Intelligent and Versatile	18
4. Diverse Culture	21
5. Democracy - Stable Political System	22
6. Hard and Soft Culture	22
Hard Culture for Industrial Success	22
Soft Culture for Another Leap Frog	24

CHAPTER 3 : CORPORATE CULTURE

1. Credo – Key Elements	29
2. Credo and Leadership	30
Seven Elements of Leadership	30
Cheer Person for Positive Future	30
Ethical Vision	31
Long-term Vision and Global Trend	32
Innovation Leader	33
Crisis Leader	34
Servant Leader Support	35
Chief Diversity Officer	36
3. Trust and Confidence	37
Good and Vicious Cycle	37
Six Elements of Trust	38

Employee's Confidence on the Company	39
Humble Mindset – Practical Expectation	40
Trust and Patience– Wait and Support	41
Trust and Long-term Relationship	42
Sharing Information	43
Three Symptoms of Distrust	44
New Strategy and Good Performance	44
4. Openness and Flexible Culture	46
More Aggressive More Creative	46
Five Elements of Openness	47
No Absolute Answer – Tolerance	48
Debate, Melt-in and Own Decision	50
Open Door Office – Any Time, Any Body	51
No Miracle – Try and Error – Quick Decision	52

Quick Decision – Better Performance	53
5. Empowerment	54
Three Elements and Two Values of Empowerment	54
Freedom and Responsibility	54
Positive and Aggressive Employee	55
Power to Field Manager and Field Marketing	56
Capability and Grooming	57
System Support for Empowerment	58
6. Partnership	58
Three Elements and Three Values	58
Happy Vendors	60
Horizontal Relationship and Partnership	61
Vendor Management and Sincere Relationship	62
Happy Trade Partners (Dealers and Distributors)	64

Good Cycle	64
7. Integrity	65
Five Elements	65
Ethics of Top Management	66
Environmental Issues, Health and Safety of Employees and Society	67
Positive Culture and Generosity	68
Transparency	68
No Discrimination	69
8. Discipline	70
Five Elements of Discipline	70
Meeting on Time	71
Whole Operation on the Schedule	71
‘Boss is Role Model’	72

Consistent Rules and Norms	73
Quality of Commitment	74

CHAPTER 4 : INVESTMENT MANAGEMENT

1. Six Pillars of Investment	77
2. On Time Payment	78
Good and Vicious Cycle of Payment	78
Trust Building	79
Five Percent Cost Saving – Price and Quality Advantage	80
3. Cash Flow and On Time Investment	82
Critical Basis	82
Profit and Cash Flow	83
Inventory Liquidation	83
4. On Time Investment and Performance	85

Last Year's Investment and Today's Performance	85
Investment is Core for Business Plan	85
Long-term Business and Investment Plan	86
5. R &D–Key Investment for Success	87
Backbone of Company	87
Essential, Basic and Good Investment for R&D	88
6. Brand Image - Long-term Investment	90
Key Components	90
Brand - History and Investment	93
Power, Value and Guarantee	94

CHAPTER 5 : QUALITY MANAGEMENT

1. Five Pillars of 'Focus Quality' Culture	97
2. Good Sales and Good Quality	98

3. Neat & Clean Ambience	99
New Eye Level	99
Upgrade of Quality	100
4. Quality and Cost	101
Five Percent of Q-cost	101
Good Quality and Best Sales Promotion	102
5. Six Elements of Good Quality Control	102
6. Quality and Self-discipline	104
7. Quality and Consistency	105
Systematic Improvement	105
Four Pillars of Good System	106
Average versus Consistency	107
8. Upgrade of Quality Target	108
Good Skills and Techniques	108

Continuous Upgrades of Standard	108
Reliability and Real Quality	109
Factory Maintenance for Quality and Productivity	110
9. Good Quality is Not Free	111
Sacrifice	111
Good Payout and Good Quality	111
Good Cycle of Good Pay	112
10. Perception Quality	113
Service Engineers' Good Attitude and Best Skill	113
Good Outside Looks (Aesthetics) and Functional Quality	114

CHAPTER 6 : FUN MANAGEMENT

1. Six Elements of Fun Management	119
2. Evaluation and Good Reward	120

Internal Competition	120
Attitude Change	121
3. Happy Employee and Happy Customer	123
Happy Business	123
Number One Company and the Happiest Employees	123
Happy Service Engineer and Happy Customer	124
4. Positive Audit	125
Positive Culture and Great Company	125
System Weakness	125
Peers' Support	126
Accommodation	127
5. Decentralization	128
Budget and Power to Front Line	128
Remote Area Office	129
6. Small, Simple and Flat Organization	130

xxiv

Quick Decision and Simple Hierarchy	130
One General to Two Generals–Boat to the Mountain	131
7. Efficient Meeting and Good Performance	132
Long and Exhausting Meeting–Poor Performance	132
Interactive and More Supportive	133
8. Work for Yourself	134
Network	134
Whole Organization	134
Deep Inner Voice–Real Happiness	135
Be Proud of Yourself	136
9. Interference and Empowerment	136
Interference and Positive Comments	136
Good Performance and Poor Performance	137
Anti-mom Club	138

CHAPTER 7 : INNOVATION MANAGEMENT

1. Six Tools of Innovation	141
2. Material Innovation–Redesign	141
3. Innovation of Productivity	142
Thirty Percent Productivity Improvement	142
4. Sourcing Innovation	143
5. Loss Elimination	143
LE-10 Activities	143
6. New Product – Technology	145
7. Marketing Innovation – Unique Strategy	145
8. Seven Pillars of Manufacturing Innovation	146
Process Restructuring	147
Straight Line and Less Process	148
Cell Lines-Manual Line	148

Semi-automation	149
Multi-products Production Line	149
JIT (Just-in-Time)	150
Regionalization	150
Best and Poor Company	151
9. Endless Innovation	152
Four Elements of Successful Innovation	152
Mind-Set: 'We can do it'	152
Six Phases of Mindset	153
Unlimited and Endless Activities	154
50 Percent Manpower to Special Team	154
Stretch Target to Innovative Idea	155
10. Innovation and White Space	156
Imagination	156

Meditation	156
Sit-back and Idle Time	157
11. Creativity and Courage	157
Four Elements of Creativity	158
Passion and Curiosity	158
Courage and Innovation	159
12. Unique Organization	159
Profitability: Sales and R&D Mutual Responsibility	159
Meet the Market and Profit Target	161
Quick Decision and Try-error	162
Corporate Planning and Cost Innovation	164
13. Regular Review Meeting	164
Religious Review	164
White Board Writing and New Concept	165

Interactive Meeting	166
14. Presentation	166
Four Elements of Good Presentation	166
Sales of Yourself	167
Presentation and Thinking	167
One Page Consolidation	168
Thinking in Number	169
Past Trend is Important	169
Past Review and Future Forecast	170

CHAPTER 8 : SMART MANAGEMENT

1. Seven Pillars of Smart Management	173
2. Reverse Thinking	173
Analog>Digital>Analog	173
Car will not be Allowed	174

Slow Life	174
3. Techno-frugality	175
Greedy Consumption	175
High-tech and Over Consumption	175
Economic-tech and Future Customers	176
4. Smart and Dull Guy	177
Out of Box–Great Man, Not in a Box	177
Smart Guy	178
5. Volume and Value–Good Harmony	178
Factory: Production and Quality	178
Sales: Quality and Growth	179
Best Quality: Long-term Profitability	180
6. Capabilities of a Great Manager	181
Seven Elements of a Great Manager	181

Self-confidence and Bold Decision	181
Self-discipline and Good Implementation	182
Self-confidence and Encouragement	183
Self-discipline and On-time Operation	183
7. Fundamental Issues, Superficial Issues and Long-term Issues	184
Boss to Focus on Fundamental Issues	184
Long-term Planning – Enough Lead Time	185
Three Month’s Meeting Plan	186
Six Month’s Rolling Plan and Purchasing Plan	186
Three Years’ Plan	187
8. Outsourcing	187
Limited Resources and Extra Skill	187
Utilizing Others’ Talent	189

Own Facility and Contract Service	189
9. Happy Workers and Labor Issues	190

CHAPTER 9 : INTELLIGENT MARKETING

1. The Pillars of Intelligent Marketing	193
2. Meet the Market–Customer Satisfaction	194
Good Cycle	194
Trade Dispute	194
Consumer	195
3. Foot Marketing and Desk Marketing	195
Visiting Market	195
All Departments to Go to the Market	196
Second-step Marketing	197
4. Practical Marketing and Beautiful Marketing	197

Humble Marketing Saves Two Percent Cost	197
Good Sales is Best Marketing	198
5. Real Sales and Money Collection	199
Paymaster and Habit	199
Best Salesman and Customer Support	199
6. C -way Marketing	200
Unique Marketing	200
Different Concepts of Promotion	201
Alpha Rising Business	202
7. Power Marketing	202
What is Power?	202
How to Build Power?	203
8. Rural Marketing	204
Good Change	204

Practical Marketing for Rural Areas	205
Mobile Service Center	205
Remote Area Manager	206
Consumer Financing	207
Investment for Future	207
Business of the Economic Pyramid (BOP)	209

CHAPTER 10 : UNIQUE EXPERIENCE IN INDIA

1. Daily Jogging and Service Call	213
2. Trekking on Deccan Plateau and Challenging Life	214
3. Dealers' Meet at Kovalam Beach	215
4. Kashipur Factory Visit and Trekking on the Valley of Flowers	217

**CHAPTER 11 : SMALL SUGGESTIONS FOR INDIA
TO BE BETTER-OFF**

1. More Focus to Manufacturing	221
Two Times More Employment	221
Manufacturing and Importation	221
Manufacturing and School Education	222
Quality and Innovation Focus	222
2. Export Boom	223
China GNP 40 Percent from Export and India 20 Percent	223
Local Market and Export	224
Export Boom	224
Presidential Trophy to Big Exporters	225
3. 'My Great Village' Campaign	225

Change of Mindset	225
One Small Town Success	226

CHAPTER 12 : AMBIDEXTROUS MANAGEMENT

1. Target and Value	231
System Management and Empowerment	231
Performance and Process	231
Number Management and Quality Management	231
Discipline and Tolerance	232
2. Good Harmony	233