

BUSINESS MANAGEMENT

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Într-o afacere echipa este totul. Forța unui lider se exprimă prin capacitatea de a-și ține unită echipa, a o motiva și a o face să dea totul pentru obținerea victoriei. Liderul trebuie să facă corp comun cu echipa, să fie sufletul ei, să fie un exemplu, „vârful de lance” al companiei. Aceasta nu înseamnă a se duce neapărat în primele linii. Un general nu duce lupta în avanposturi, dar își trimite acolo cei mai buni soldați. Capacitatea de a se detașa, de a analiza, de a vedea imaginea de ansamblu reprezintă calități esențiale care nu trebuie să lipsească nici unui manager. Încheierea unei afaceri, sau managerierea ei seamănă până într-un punct cu jocul de puzzle: fiecare piesă trebuie pusă cu migală și răbdare la locul ei. Delegarea este o componentă esențială. Nimeni nu poate face totul. Munca în echipă reduce erorile costisitoare și crește posibilitatea identificării unor soluții extraordinare. O echipă de oameni cu experiență, care își coordonează eforturile și se concentrează pe un obiectiv, are rezultate mai bune decât persoanele care încearcă singure să obțină același scop.

„I can do many things, but money is all that matters in business”
Donald Trump

Team is everything in a business. The strength of a leader is expressed by his capacity of keeping his team united, of motivating it and of determining it to give everything for the final victory. The leader should be one with his team, should be its heart, should set an example, should always be the „tip of the spear”. This does not necessarily mean that he has to occupy the first battle lines. A general does not fight in the outpost, but sends there his best soldiers. His ability to detach himself, to analyze, to have an overall vision are essential qualities, vital to any leader. Business conclusion or business management resembles, up to a certain point, to a puzzle: each piece has to be put into place with endless care and patience. However, the comparison stops here, since some pieces are more important than others, so their order is different. A business should be thoroughly prepared, considered to its smallest details; minor things often trigger unexpected feed-backs, from the viewpoint of their outcome and extent. People – since business is made with people – proud and sensitive, some more than others, of course. Details like their position at the negotiation table or in the room (if they attend an event), the order of their reception, etc., are extremely important for the successful conclusion of a business or of an event promoting such business.

Power commissioning is an essential component. Nobody can do everything. Setting the strategy and the directions to follow is one thing, monitoring the field tactics and making decisions is a totally different thing. And, since we are here, I should also mention the permanent relation between the leader and his subordinates, which should be uninterrupted and run both ways. Good ideas often come from the team members, since they are the ones who really know the market. Important clients should be dealt with only by the team leader. This obviously prevents the commissioning of duties to the rest of the team in charge of the rest.

Team work reduces costly errors and increases the possibility of identifying extraordinary solutions. An experienced team, made of people who coordinate their efforts and focus on an objective, has better results than individuals who try to achieve the same goal on their own.

Attracting the best people, including from the competition, is another key factor to a successful business. When attracting the member of a competitor, one should consider the following aspects:

- the newcomer should be a real asset to the company
- he should have a vulnerable position in the competing company: his leaving should weaken the fighting ability of the competing company
- due to his position within the competing company, his coming into the company will mean a man who knows the strengths and weaknesses of the competitors, that is the points that should be avoided and those that should be attacked.

Simple and obvious

People easily remember simple and funny things. Once they become complicated, the likelihood of their perception by a large audience decreases accordingly. Question „how many of you know to solve geometric point problems?” It takes abstraction, analysis, insight, talent.

Thus, a new rule is born: thorough positioning and massive repeating of the abbreviation and the other advertising promos.

Unless you know exactly what your business partner wants, you cannot achieve an excellent result!

When starting a project, one has to know exactly what is the outcome expected by the partner / client. In a business, one has to know very well one's partner (client) and understand the latter's needs. Once these needs understood, he can be provided with a suitable solution for his needs.

In order to obtain support, it is very important to have a good professional relation with the key partners / key clients. The offensive strategy should be focussed on assigning the largest amount of resources to the thing or person that seems to ensure the best results. The highest support should be given to the item generating the largest amount of profit.

Time management

A successful business is a business that observes the legal time parameters. Everything relates to time. Its pressure acts like a stress factor on the project manager. There should be no dead times in business. The world of business is incessantly moving. You have to move with them, or... you lose the train.

Advantage and danger are inherent in the process of trying to obtain a profitable position

A lesson offered by Vlad the Impaler

History tells the story of the war between the famous prince and the Ottomans. Since the two armies were considerably disproportionate, Vlad could not attack the Turks in the open field. In order to derange the enemies, Vlad the Impaler planned a night attack with a relatively small army. In order to increase the disorder of the enemies, he dressed his soldiers in Turkish clothes. At midnight, when the Turks were resting quietly, Vlad's people came quietly and killed the lookouts. Then they rushed upon the enemy camp with torches, trumpets and swords. Vlad reached the sultan's tent, but... the sultan was luckily sleeping in another tent. The panic that reigned in the Turkish camp made the Turks fight between themselves. Vlad and his troops retreated discreetly and the massacre continued until the dawn.

And, thus, the battle was won thanks to the strategy of a commander with a good observation spirit, who had understood that he could cheat his adversaries into disorder.

The principles that Vlad the Impaler used may be employed by any marketing leader:

- one's own knowledge forms the instinct for employing the right strategy
- the attention to details and an effective team work are of real help
- keep it simple.

When you are tired, you have to push your limits

Nothing is more dangerous in a business than, after an ascending trend, to stop and „have a break”. Concluding a business requires significant physical and intellectual efforts. Those who are not able to cope with unceasing work, sometimes in stressful conditions, should not get into business. The business world is only for the strong.

A boss should be able to discover „rough diamonds”

A valuable trainer sees the future potential of his players. „I chose them because they are loyal, intelligent and because they have not been given a chance yet” I once heard a project manager say about his team. These were some of the wisest words I have ever heard. The fact that they have not been given a chance before made them ambitious, the fact that they were loyal made them trustworthy, and the fact that they were intelligent helped the manager in assigning duties. Could anyone want better staff?

Focussing of superior forces at the right place and time

The basic strategy in trying to win the marketing battle consists of focussing resources where: 1. Needs have been identified; 2. Competition is weak; 3. The profit potential is high.

The greatest success occurs when resources are focussed on areas where concise objectives can be advantageously achieved.

Attacks are successful if all the available forces are focussed on a given point. A daring move, aimed with a surgical precision at a weakness, may result into a victory at the lowest price. The parallel with the military strategy is obvious here. Frederick the Great, talking about army concentration, states: „narrow minds try to

defend all at once, but intelligent people only focus on the essential moment; they block the most brutal blows and they are hit only if thus they prevent a bigger blow”.

The meaning of resource focussing consists of focussing your strengths on the competition's weaknesses.

Competition requires the presence of a resource allocation decision. The amount of resources used should mind two simple rules:

- it is wrong to try to focus on all the aspects; the result will be a full lack of focus.
- the smallest the focus, the most certain the obtaining of a successful advantage.

Business calculations are very simple: never give your opponent an equal chance. Marketing attack requires that you have an advantage. History has proven that significant superior forces are involved in the main action, the victory is certain. The problem is the ratio of resources involved / advantages obtained. The risk comes from the inferior resources that may lead to the failure of the operation.

An alternative to this strategy is obtaining a relative superiority. The idea is that if you cannot have an absolute superiority, you need at least a relative superiority at the right time, in order to be successful. Small businesses are generally successful when they have a relative superiority. The actual use of this principle in marketing requires not to attack another company, but rather to focus on the local superiority of specific competitive goods, services, locations or distribution channels. The essence of relative superiority is to provide the maximum strength at the right time, where the distinction is made. Relative superiority is often fulfilled by a combination of discretion and surprise elements.

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Prezentat la 27.09.2007