

North American Management Briefs

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You Should Know...

Diversity²

In October 350 residents of a Florida nudist colony petitioned the state of Florida to open a “clothing-optional” voting site.

The Point: I’m not sure, but the petition was denied.

PR Firm Needed

In 2007 Wall Street’s five biggest firms awarded \$39 billion in employee bonuses, while their shareholders lost \$74 billion during the same period, states *ABC News*.

The Point: Their objectives and those of their clients seem to be poorly aligned.

Doing Well

Forbes Magazine reported that the number of environmental related jobs paying more than \$100,000 annually climbed by more than 25% this year.

The Point: Sometimes you can do well while doing good.

Perspective

The 2008 presidential and congressional races cost an estimated \$5.3 billion shattering all previous records.

The Point: A lot of money? Yes, but less than the \$6 billion Americans spend on Halloween candy, costumes, and decorations.

December’s Quote

“We must not confuse dissent with disloyalty.”

Edward R. Murrow
The Huffington Post

Hiring a Management Consultant

Consultancies flourish when times are either very good or very bad. 2009 looks like a good year for consultancies.

Many executives need a consultant, but have little experience hiring one. Here are some pointers.

- **There are two types of consultants:**
 - ◇ *Industry consultants* only work within a single industry (auto, healthcare, steel, graphics, etc.).
 - ◇ *Process consultants* work in multiple industries, but within a single business area (marketing, HR, IT, etc.).
- **Which should you choose?** There are pros and cons to each.
 - ◇ *Industry consultants* can work faster. They understand the competitors, products, and markets.

Their disadvantage is that their knowledge is usually acquired from within your industry as opposed to a “game changing” strategy from another industry. Also, they frequently work for your competitors.

- ◇ *Process consultants* start more slowly. They need time to learn your industry, market, competitors, etc.

Their recommendations, however, have been proven in other industries and may be innovative in yours. Also, they work for only one competitor within an industry.

Additionally, consider:

- ◇ *Longevity.* How long have they been in business?
- ◇ *Their client list.* Large clients, small clients, or both? Consulting firms that work only with large clients often develop recommendations that a small company can’t execute.
- ◇ *Personal attention.* Who will do the work? The Account Executive or a less experienced but well educated Jr. Consultant?
- ◇ *Cost/pricing.* A good consultancy employs market pricing for the first project and cost pricing afterwards (they typically bill by the day once they have acquired the knowledge).
- ◇ *What else?* Make sure the objective and deliverables in the proposal are “exactly what you want.”

The Point: Consultants can provide a valuable competitive advantage, but only when properly selected and directed.

Countries with the Most Airports

Country	Airports (2005 est.)
1. USA	14,857
2. Brazil	4,136
3. Russia	2,586
4. Mexico	1,833
5. Argentina	1,334
6. Canada	1,326
7. Bolivia	1,065
8. Colombia	980
9. Paraguay	878
10. South Africa	728
<i>World</i>	<i>49,973</i>

Source: CIA, “The World Factbook 2005”