

BONZA NEWS

These may be turbulent times—but don't give up the ship! By Debra Jason

When times get tough, as they are today, many companies begin cutting back. Sometimes they let employees go and stop there. Other times, they eliminate their marketing. "A bad move," said Colorado communications pro Stacy Cornay. "The public has to be reminded about who you are and what you're selling . . . Instead of cutting back on marketing, be more aggressive."

Public relations professional John Shors wrote, "When companies cease touting themselves via the media, opportunities are created for their competitors to step into the spotlight. . . ."

Staying in front of your customers and prospects is vital — even in a recession. Don't give up the ship. You can succeed *without* breaking the bank.

During uncertain times, when people are not spending, marketers should consider investing further in their marketing instead of waiting for a change in market conditions. This tactic is supported by the following findings revealed by the American Association of Advertising Agencies (AAAA) - reported in a com-

missioned study "Advertising in a Recession" by Bernard Ryan Jr.:

1. The Buchen Advertising study tracked sales after the 1949, 54, 58 and 61 recessions. It found that sales & profits dropped off at companies that cut back on advertising. And, the findings also revealed that sales lagged after the recession for those companies that cut back during the recession.

2. The 1970 and 1979 studies by ABP/Meldrum & Fewsmith substantiated the Buchen study. It reported that higher sales and net income were achieved by those companies that maintained their advertising than those that cut it altogether.

3. Following the 1981-82 recession, McGraw-Hill Research's Laboratory of Advertising Performance reported that "business-to-business firms that maintained or increased their advertising expenditures during the 1981-82 recession averaged significantly higher sales growth both during the recession and for the following 3 years than

those which eliminated or decreased advertising."

"It might even be tempting to 'ride it out' - to do nothing until things turn around. This passive approach yields passive results. Nothing will happen while you're waiting and when things do turn around, the business will go to the people who've been doing something all along. The people who will get the lion's share of the business - both now and in the future - are the ones who work to build relationships," said Michael Beck, ClientMonkey.com

Yes, it's frightening to dip into your budget to keep on spending when the economy is slow, but to stay ahead of your competition, it should be a priority for your company.

- Don't let people forget who you are . . . where you are . . . how you can be reached.
- Do what you can to maintain a presence.
- Stay in touch with your customers, be it via phone, "snail," or e-mail.
- Ask them what they want and need during this time.

Please see sidebar for Debra's Bio.



QUOTE

"Nothing in the world can take the place of persistence. Talent will not; nothing is more common than unsuccessful men with talent. Genius will not; unrewarded genius is almost a proverb. Education will not; the world is full of educated derelicts. Persistence and determination alone are omnipotent."

—Calvin Coolidge

Debra Jason

Owner of Kauai-based The Write Direction, Debra Jason offers her services as a copywriter and Web marketing consultant. She writes dynamic marketing materials for both business-to-business and business-to-consumer promotions. You may reach her at (808) 826-1846 or visit her online at www.writedirection.com



ISO 9001:2008 Information Seminars

A series of information seminars have been presented this Fall for companies who are registered to ISO 9001 explaining the differences between the 2000 and 2008 versions, and to communicate what is required in order to update to the new version. One session remains:

Session 4: London : Health & Safety Network

November 17 from 2-4 p.m.

The session fee for each is \$25 +GST and includes refreshments. For more information, please call or email:

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ISO 9001 and Management Representatives

By Donna Jarvie

The role of the "Management Representative" of a Quality Management System has always been an interesting topic for discussion amongst auditors and clients. In this article, we will explore not only the role of the Management Representative, but how the amendment to ISO 9001, expected to be published later this year, will affect some organizations.

In many organizations, the position has been by "nomination", or "delegation", without adequate consideration for the responsibilities and authorities associated with the role. For example, ISO 9001, clause 5.5.2 states, "Top management shall appoint a member of management who, irrespective of other responsibilities, shall have responsibility and authority that includes:

- ensuring that processes needed for the quality management system are established, implemented and maintained,
- reporting to top management on the performance of the quality management system and any need for improvement, and
- ensuring the promotion of awareness of customer requirements throughout the organization."

The first question that comes to mind is, "How can an organization simply nominate or appoint an individual into this role,

without due consideration of their background and competence to perform the role?" After all, this position is one of the cornerstones of a QMS and, according to paragraph a) above, holds overall responsibility for the QMS. Another question arises with regard to responsibility and "authority" of individuals who have been appointed to this role. Not only does the clause indicate a "member of management", however, the amendment indicates a "member of the organization's **OWN** management". In the past, some organizations have elected to outsource this responsibility to someone in another organization or to a consultant, which was inappropriate. This may be a difficult pill to swallow for smaller organizations, who are already stretched to their limits with staffing, but, philosophically-speaking, how can an organization assign this kind of responsibility and authority to someone outside the organization?

A Quality Management System should be an extension of an organization's overall strategic plan, a method of executing the goals & objectives established by top management to move the organization forward, towards higher productivity and higher profitability. If this is really the case, the Management Representative should be a mechanism for reporting HOW WELL the QMS is working with regard to the strategic planning exercise as well as an opportunity to trigger



changes in direction if things are not operating as effectively as expected. Therefore, their membership on the management team within the organization is essential. If an organization believes otherwise, they will never truly reap the benefits of the implementation of a Quality Management System that meets the requirements of ISO 9001:2008.

About the Author:

Donna Jarvie has been working in the field of Training & Development for approximately 20 years and has been involved with Management Systems for over 13 years. She is currently providing training & consulting services to clients who are interested in developing their quality management systems beyond certification to ISO 9001:2000. She provides both auditor mentoring, coaching & training programs in a variety of topics which include both management-system related topics (QMS, EMS, OH-SAS), and programs to assist management personnel in their leadership development. She is a Registered QMS Lead Auditor.