


Managing for Maximum Performance

UCSD Extension Business & Technology


Chapter 8 – Operations Management – Fall 07




Jamba Inco.

Management is efficiency in climbing the ladder of success; leadership determines whether the ladder is leaning against the right wall." - **Stephen Covey**

If you don't have goals you can't have success.
We will win as team or we will die as individuals.



Target: A new financial vision and division.
The richness of any company is the people.



WHY EXPORT

- Even the inexperienced firm has the option to grow internationally-D.Neipert
- Financial reasons-stuck stock
(cost/price is not the biggest factor in creating export opportunities-CASH is king; not only maximum profit direction)
- Marketing reasons (branding trend)>>>exporting the idea of "fresh"!
- Producing in large quantity considering quality and reliability.
- International growing trade/companies= countries growing internationally that make the world grow.
- Over long period returns from internationally diversified portfolio tend to be superior to those of purely domestic ones.





Serving to Promote the Potential Of People & Organizations

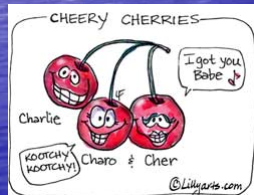
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HOW- WHO

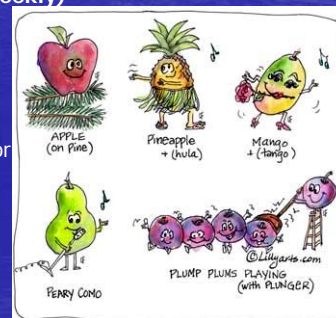
- Through a direct foreign investment : UK – ITALY (in order for a complete control of all operations)
- Through a joint venture Switzerland, Spain, Ireland very reliable and richer countries
- Through franchising Austria, Germany, Nederland, Denmark very reliable
- Through indirect exporting Portugal, Scandinavian
- <<< Norway in a prospective far future



WHAT- FROM

Sources ISHS USDA AMS UNECE SEC

- SEASONAL FRUITS>>>each country involved.
- OFF SEASONAL FRUITS and VEGETABLES (tomatoes, carrots, wheat-grass)
- US >>> South California
- >>> Orlando, Florida - Imports from Argentina, Brazil, Chile, New Zealand, Peru, Spain and South Africa
- Shipping Point Price and Supply Reports - Tropical Fruit and Vegetable
- >>> Miami, FL (Caribbean Basin) (Issued twice weekly)
- >>> SAN FRANCISCO
- >>> HAWAII
- MANGO/COCONUT/PASSIONFRUIT: INDIA / US >>>Flor
- Green Tea JAPAN
- Soymilk US BRAZIL



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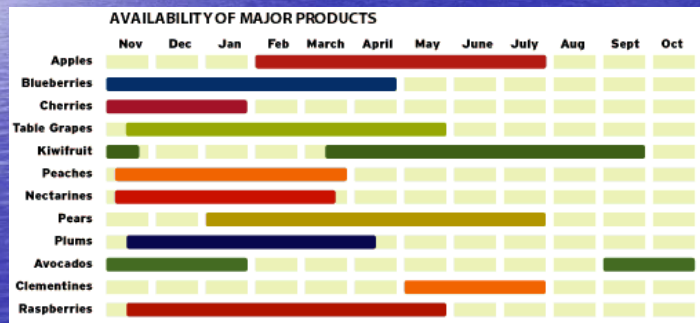
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CHILE - Market Information Organization of the Americas member

Low taxes and charges, good quality*ISO, excellent shipping services, loss of fruits coverage.



TO

•Antwerp-BELGIUM/ Rotterdam /Bremen-Kiel / Genoa/Barcelona/Dublin

•International Wholesale (Terminal) Market Reports (Fruit)

•New Spitalfields, New Covent Garden, (UK)

•HAMBURG

REQUIREMENTS:

•Packaging rules: Wood/fiberboard/paper. Unitized. (Recycle)

•Money EURO. The product will be more expensive for services costs.

•Language: English-German

•I.P and legal issues forum: California San Francisco

•RFDI (Satellite automatic Tracking system –barcodes



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BY - FLEET/ Private local transportation companies/
Private airlines companies for berries and emergencies



DEVELOPMENT

- Opening of key locations company owned in vital geographical points as hubs, well served commercial areas and historical centers for better food provisions.
- Special licensing contracts –“franchising similar”-(by assets purchasing!)
- Engaged Local Teams (Agency Issues)
- Training and Coaching through American Personal
- Optional DEPO Mngt rotation 3 years
- DREAMS SESSIONS
- Monitoring Corporate performance –ROI- before failures (Double Depos)
- For tax reasons branch offices in Switzerland and Phoenix (Arizona)
- Coupons promotion strategy and drive through
- In estimation/pro-forma statement >>>Cash in advance \$15millions (as fiscal coverage) and Not too much average for accounts receivable(2 months)
- Time of Development: 5 Years. The Speed of the expansion should market driven. In 1 year it's possible to expand in no more than 7 countries

CORPORATE LADDER OF RISKS

A)COMPETITION – Regional/Local Small Business

B)POLITIC CULTURE/ BUREAUCRACY/ CONFLICTS OF INTERESTS
(Constant interference, holding hostage the business life)

C)BUSINESS REALITY

Inexistent Distribution (Transport/ Business Structure)

Inexistent Organic Food Chain – as a Whole Foods Market

Inefficient Financial Market (industrial espionage, insider trading, no FDA or SEC).



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POSITIVE ELEMENTS



A) ORGANIC and VITAMINS MARKET

- Markets with huge exponential growing factor Germany and all the Alpine countries, Italy and UK (poor quality of fruits internally).
- Customer Awareness
- No Coffee Chain Competition

B) MARKETING

- Reduced marketing costs because of the automatic customizing process.
- Jambacard Trend/Coupons Culture
- Minimal Advertisement Expenses/ Mouth to Mouth

C) SOCIAL FACTORS

- European Production Quotas
- No "law suiting" culture.

SERVICES

- Brokerage, freight forwarders or export mgnt co.
- (Safety rules-pesticides, for BUREAUCRACY, for piracy,



• Angels



FINANCING

- Bank in Switzerland strict jurisdiction). It will ask a security agreement for sure, prepayment through red clauses and no transshipping.
- Cash Surplus >>> Insurance Trans-Investments

• FCIA INSURED PAYMENT.
An insurable interest must subsist. Especially beware of misstatements. Insurance with particular /general average clauses.

- No COOKIES (sweet fraudulent over/understatements)
- Not too many stocks splits; Twice report yearly; separate balances.
- No Surplus Inventory in the US.

Financing/investing= mediation field

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LANDED COST ESTIMATION

Cost of acquiring the goods and transport are almost the same OK

Less packaging and country of origin denomination OK

Less documentation/charges even for consular and customs fees OK

Not remarkable phone costs OK

Less banking fees with financial branch in Switzerland OK



Cost of inland freight KO

Governmental fees, licenses and permits KO



Inspection fees for EU foodstuff certificate and charges KO

Container rental, customs duties, custom broker charges and freight forwarder fees+ longshores fees for discharging in the European terminal provided by CHILE

HR FACTOR

Nederland - Professional in work place, extremely creative in free time. Kind, flexible people.

Ireland - Adore jokes/ing, music and art. Approachable, original people. Drink!!! Remember that they belong only to them selves ,not to the Queen Elisabeth and less to the May-be King Charles.

Denmark - Probably they are crazy ...absolutely out of control and not controlling people. Extremely self confident, powerful and shrew. The best Beer in the world!!!

Germany - Law rules, time, passionate. adore dance, food (Kartoffen everywhere) and Italy.

Italy - Food everywhere. If invited you have to go!!! Love shopping,travel,culture. Absolutely respect job title. Don't touch women...they are violent. Don't kiss men ...they become dangerous.

Brazil - Joking everywhere ...quick and dynamic people. Extremely polite/ Yes doesn't mean always yes/ If they answer you" I'll think about" = it means NO!!! This is like Japan extremely indirect because of the fear to offend.

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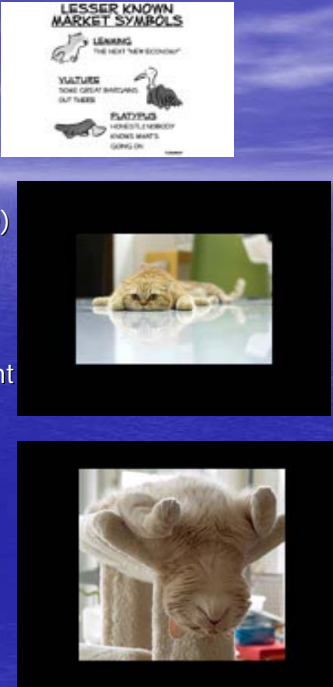
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Extras

- Be yourself
- Be flexible
- Learn slang
- Be updated (fashion, innovation, religion, UFO)
- Not negotiate everything
- Be prepared for hardship
- Ignore the monkey chatter
- Self talk, self monitoring and self reinforcement
- Don't punish yourself for failure
- Stay focused

If you don't like rollercoaster, stay home!



The collage includes a chart titled 'LESSER KNOWN MARKET SYMBOLS' with entries for LEANING (THE BEST 'NEW ECONOMY'), VALUES (YOUR GREAT BUSINESS, BUT THERE), and PLATINUM (WHEN'S IT COMING? WHEN'S IT GOING ON?). Below the chart are two photos: one of an orange cat sleeping on a white surface, and another of a white cat sitting with its front paws raised.

Policy

- Green oriented
- Animal friendly
- Recruiting talents
- Avoiding snob channels
- Community connected
- Overall services



The grid contains seven cartoon illustrations:

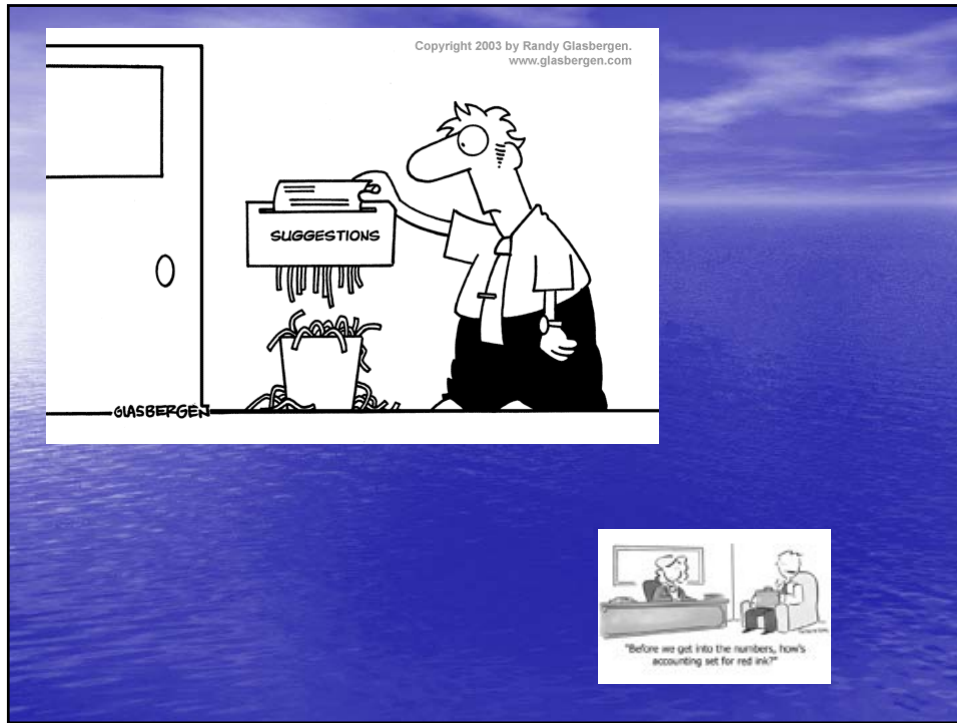
- 1. A man at a computer says, "Yes, well, not of evil though it may be, you still have to pay the invoices."
- 2. A man asks, "What's interesting is the rate at which they part."
- 3. A man says, "I love your business model!"
- 4. A man asks, "Sure, how will do that thing where profits go up?"
- 5. A man says, "I'm not a counterfeit, I simply deal in false currencies."
- 6. A man asks, "Explain to me how comparing apples and oranges is feasible."
- 7. A man asks, "On the contrary, I can assure you that money has no inherent value."
- 8. A man says, "I know it's contrary to conventional wisdom, but our crime division is actually paying quite handsomely."

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