



BRAZIL



Quantum Growth for Quadrangular

Waldir Agnello, CEO of Editora Quadrangular, Brazil, shares strategies for increasing sales and profitability.

When Editora Quadrangular (EQ) planned its goals for 1999, it sought 30 percent growth in sales, and profitability of at least five percent. These were daring goals to be reached since the Brazilian economy was in a recession. The general population had no extra revenue. However, businesses in every part of the world seek growth and gain. There are two things sought by any commercial enterprise: market share and profit. These two elements are a basic condition for keeping a company healthy. They are not optional.

Increasing sales

How could Editora Quadrangular meet these goals? The answer to this important question was inside the company. Using internal controls, management analyzed all distribution channels and their share of the gross sales. Staff evaluated the results from EQ's various marketing approaches. The next step was think-

ing strategically about how they could increase sales in each of these distribution channels and what would be the best type of publicity for its products.

Relative to distribution channels, staff identified it could achieve Editora Quadrangular's goals by taking part more frequently in events and by increasing advertising of its toll-free telephone number. The results were very positive. In each effort, EQ not only achieved the desired results, but also strengthened the image of the company before its target market. Statistics showed 70 percent growth in sales through increased participation in events, and a 50 percent growth in sales through its toll-free telephone number.

Regarding publicity, Editora Quadrangular switched to a new strategy. The company had relied almost exclusively on advertising in magazines and newspapers, which usually are expensive investments with uncertain returns. In

1999, managers allocated the publicity budget for mailers, with the purpose of working on specific target audiences. One mailer was sent to 400 religious leaders from several parts of the country, suggesting they give a specific book to their auxiliaries. This mailer had a 22.5 percent response rate—90 people bought 1,500 copies of this product.

Increasing profitability

Editora Quadrangular's management decided to focus on the back list. Fewer new releases were produced so that the titles in stock could receive more attention. A focus on the back list may seem strange. It was an adjustment for EQ staff, but many companies are not using all the market potential of their products because of their aggressive policies favoring new releases.

Imagine that a company's stock is a big box of oranges and that its work is making juice. When one prepares a glass of juice, one squeezes the orange to the utmost.

This is the theory of the maximization of resources applied to the simple process of making juice. Apply this rule to a publishing company. Is the company making good use of each product, maximizing its market potential, or does the publishing company obtain the majority of its income from new releases? The answer to this simple question may save a few thousand dollars that could have been lost in a short period of time.

Editora Quadrangular had good products in stock, but these had been ignored because new titles received more attention. This was not profitable. 7000 copies of one title had been in stock since 1994. Management had seriously thought about selling the book to a recycling company. None of the staff were worried about selling that product because new ones had arrived. In 1999, however, EQ launched a sales campaign for the book and trained its sales team. The results were surprisingly positive. EQ sold 6000

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copies in eight months. It succeeded in squeezing the orange to the utmost.

Managing for success

A key factor in Editora Quadrangular's success has been the identification of the company's strengths, to maintain them, and a review of its weaknesses, to save the company from breaking down completely. A chain serves as a good example of a company. It exists only if each link is strong and all parts are well connected. When one of the links breaks or is weakened, it compromises the whole system. Editora Quadrangular's success is the result of many actions, and not one isolated event.❖

The August 2000 *InterLit* focused on the persecuted church, yet the Pakistani church praises God for freedom!

Several organizations arrange literature distribution projects. Of recent years, Jesus marches take place in cities throughout the country, especially at Easter and Christmas.

Last year, a Christian train "march" travelled from Peshawar in the north to Karachi in the south, carrying the message of peace. Bibles, videos, cassettes and other forms of Christian literature were distributed and sold. Book vans operate in relatively freedom throughout the country.

On March 25, 2000 in a major city, there was a Christian exhibition. At least 20 organizations were represented, openly advertising their ministry. Books, videos and cassettes were on sale. Various other publishing organizations, including a Catholic bookshop, were present and were satisfied with their sales. Another part of the program promoted Christian choirs. The exhibition was quite impressive.

Individuals can often have incredible opportunities to share their faith, especially personal experiences. However, one needs great wisdom! Prayer, too, can have a powerful effect.

Sadly, many in Pakistan do not know how to share their faith effectively. Some do not know enough about their faith to share it. Many do not realize their lives should be a testimony to Christ. Sometimes a "good" witness can result in negative reactions with dire consequences—even Paul discovered that!

Discrimination, a common form of persecution, abounds. Yet, there is witness to the truth. Those hungry for the truth will seek it no matter the cost or danger. There have always been incidents, both of Christians being targeted and seekers being hounded. Still, each day, thousands of Bible lessons make their way through the post to some who are gaining more than knowledge. Certainly, there are stories of Bible lessons not being delivered, or of students receiving threats, but the good news of salvation through Jesus finds hearts that are willing to accept it.

Christian materials do get destroyed. There can be delays in getting Christian materials printed. There can be negative press reports and releases. There can be localized opposition which can rise to destructive levels. Similar things happen within the non-Christian

community. In recent years, the newspapers have carried reports of Islamic groups attacking other Islamic groups, causing death and bloodshed. Reprisal killings are frequent. Some time ago, one group that bases its teaching on the Koran was even declared "non Islamic".

Pakistan is a land where many "other laws" operate alongside government laws. These "other laws," together with the power of bribes, often have the poorer sectors of the community, and the Christian church, reeling. Even Christians operate by these "other laws". Sadly, the conduct of the Christian community does not always reflect the life of Christ, either within itself or in its dealing with others.

There is persecution in Pakistan. It can be covert and indirect; sometimes it is open and deliberate. Often persecution is simply people reacting in a typically sinful manner, while holding to what they believe is right. At times, it hits the news and causes a stir, sometimes it is only local. At the same time, there are many who are being touched each day by God's love either through his word or his people.

*Name withheld
Pakistan*



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