

# GCI®

GLOBAL  
COSMETIC  
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The Business Magazine for the Global Beauty Industry

## POINT OF PURCHASE

### Two Seconds to Retail Impact

**PLUS**

- Color Cosmetics: A Comeback Story
- 2 in 1: Makeup Meets Skin Care
- Fragrance Directory

## The Key to Surviving the Down Times

The economy has shifted. Across industries, companies have to work much harder and much longer to make even the smallest sale, and it has taken a toll on the morale, attitude and action of employees. Yet, many companies focus on the numbers. When staff starts to feel the crunch, starts to believe that things *are* bad, what is the impact on the organization? Employees who feel their job is on the line may give up caring what your business looks like.

The time to help those who feel they have fallen is now. Change the morale from “it’s all going down” to “we can turn things around.” What a company does in hard times shows character, strength and the conviction of its beliefs. Try these steps:

### Rally the Troops

Miscommunication can create an avalanche of damage control and attitude issues. Rally the troops and openly discuss what is going on with the business. What are the trends? What is affecting the business economically? Why are product lines changing or prices fluctuating? If they are a part of the process, make sure your people have all the information they need.

### Refocus Training

Be selective in choosing training programs; many do not fix underlying problems. A refocused training plan that begins with a complete analysis of where the problems lie may incur a slightly higher investment up front but will provide lasting results.

### Get to Know Who They Really Are

Under stress, people display traits and behaviors not normally utilized, but raised awareness of stress triggers and what kind of stress they trigger will alleviate the problem. The awareness of what an employee does under stress will help you and that employee to be more rational and productive at all times.

### Bring in an Outside Source

The familiar voices may lose their value and validity over time. When an outside source shares similar information in a different way, their credibility is automatically greater. Bring in a consultant, an advisor or a trainer to diagnose and deliver a solution to the problems that you are facing in these times.

### Re-motivate Middle Management

No one seems to suffer more than those in the middle of any situation. Give some thought to the middle managers—who deal with senior levels looking for results and from the employee level in complaints, attrition or personal issues that prevent performance. Could they use a kudo, a little team spirit or a little pat on the back for, frankly, being the glue that seems to hold it all together?

*With more than 17 years of experience as a business consultant, trainer and speaker, Monica Wofford (www.monicawofford.com) provides one-on-one coaching, profile assessments and consulting on training problems to many Fortune 1000 companies.*

## Q&A FOCAL POINT

Susan Taylor, MD

[www.rxforbrownskin.com](http://www.rxforbrownskin.com)



### ■ Who is your business role model?

A physician who became an entrepreneur. Through his businesses, he realized his vision of impacting society more broadly. He is a shrewd businessman, has keen insight and is a tough negotiator. His commitment to philanthropy is reflected by the family foundation he established. Despite a seemingly gruff exterior, he has an overwhelmingly kind heart and great compassion.

### ■ You can ask your role model one question. What is it?

What were the greatest challenges you faced and how did you overcome them?

### ■ What is key to balancing your business and personal lives?

Realizing that in balancing, one does not necessarily maintain a steady state. There are times when one is more successful than others. Being organized and realizing that you cannot do it all at the same time is important to balancing.

### ■ How do you relieve stress?

I exercise three times a week and take frequent weekend getaways to our “sanctuary” in a beach community.

### ■ What is your favorite destination?

Maui, Hawaii. The juxtaposition of the mountains and ocean is breathtakingly beautiful.

### ■ It's mandatory karaoke night, what are you singing?

“Brown skin, you know I love your brown skin...”

### ■ Would you prefer a trip to the spa or an outdoor adventure?

“Spa” is an acronym for *Sanitas Per Aquam*, meaning “health through water.” My entire life is a wonderful, fast-paced adventure; a relaxing spa experience allows me to simply slow down and rejuvenate.

### ■ Do you choose a good book, a great movie or 150 channels of television?

Most definitely, a good book, which can stimulate your mind and imagination.

### ■ What cosmetic/personal care product can't you live without?

I simply cannot live without Dr. Susan Taylor’s Rx for Brown Skin’s Bright and Even Exfoliating Moisturizer for Uneven Skin Tone. It keeps my brown skin tones flawless. Many women and men with brown skin (of various descent) are troubled with uneven skin tone, discolorations and hyperpigmentation.