



Enterprise

in 1/2 hour

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Compartiendo conocimiento

“All we know, we know it among all”.

Antonio Machado



Juan Carlos Calvo

(Barcelona 1977) is a writer, cartoonist and illustrator. He has made several works for German publishing companies and this is his third graphic work.

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ENTERPRISE ½ HOUR

Continuing with the innovative line of Economy and Stock Market in ½ hour, that mixes comic, diagrams and definition of key concepts, the authors cover in an entertaining and didactic way how enterprises have evolved, from the assembly line of the well known Ford T, to the successful business model carried out by Google. It is an indispensable book for students of economics and business subjects, but at the same time it is a useful and enjoyable book for all types of public.

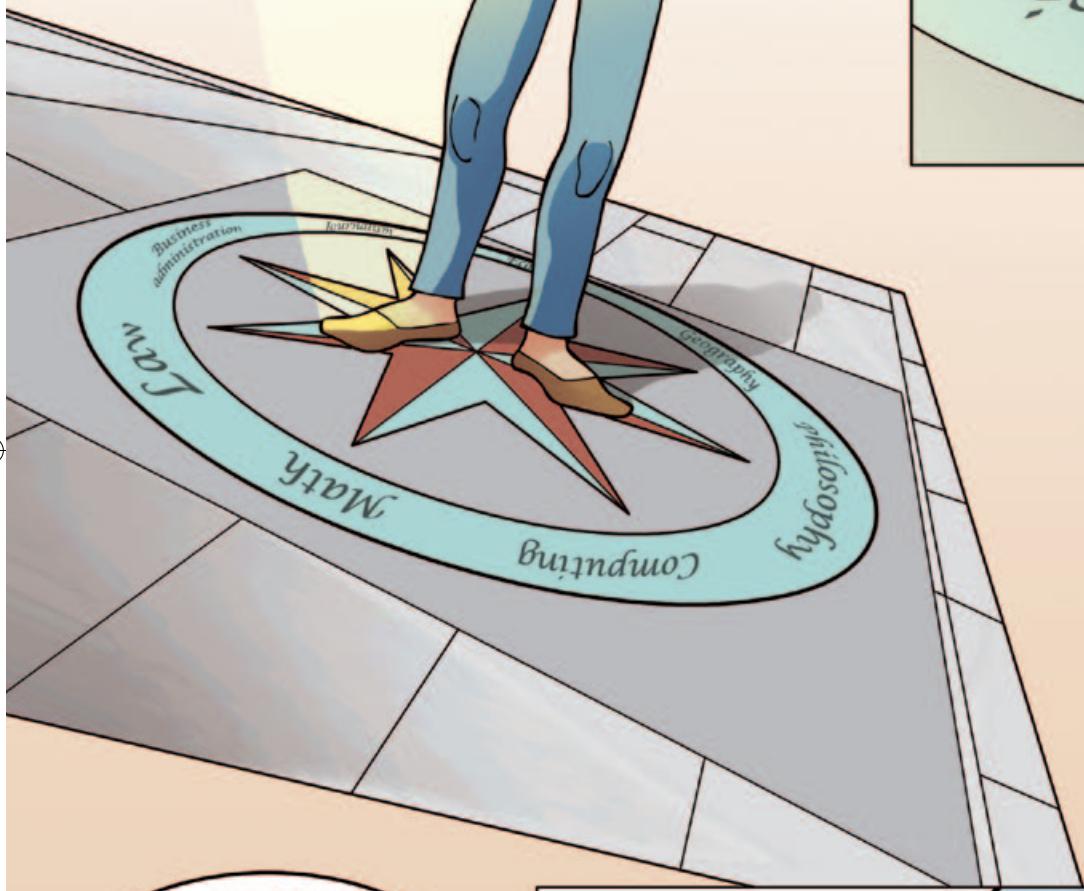
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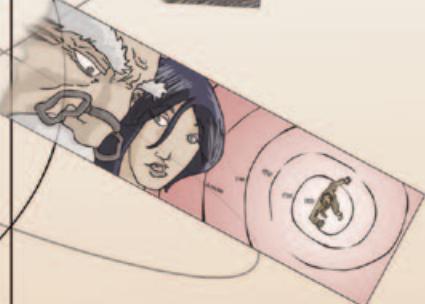
"THEY CAN FORBID ME TO FOLLOW MY PATH, THEY CAN TRY TO FORCE MY WILL. BUT THEY CANNOT STOP ME IN THE DEPTHS OF MY SOUL, CHOOSE ONE OR THE OTHER."

HENRIK JOHAN IBSEN (1828-1906)

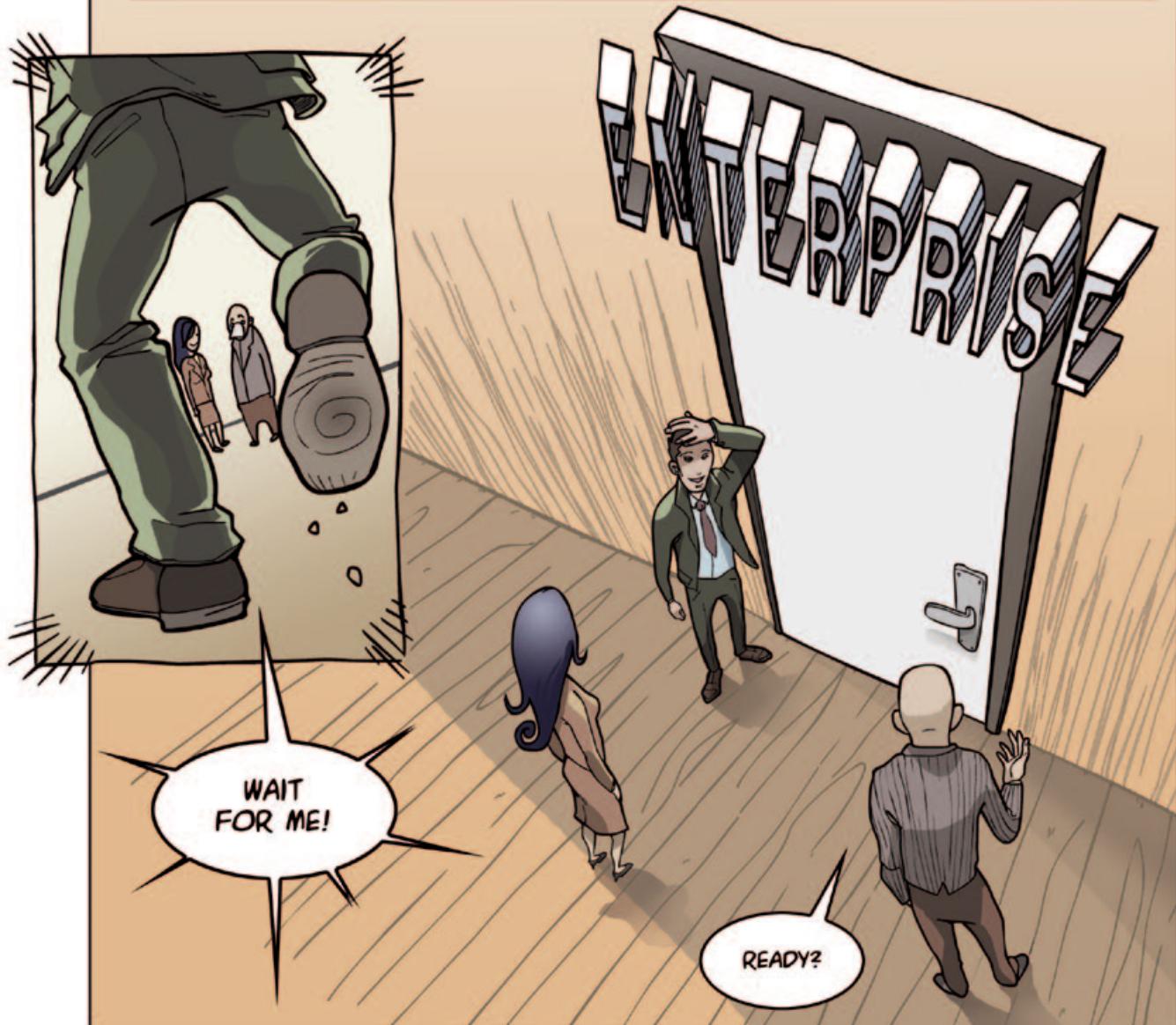




MANAGEMENT INVOLVES MANAGING AND RUNNING BUSINESS.



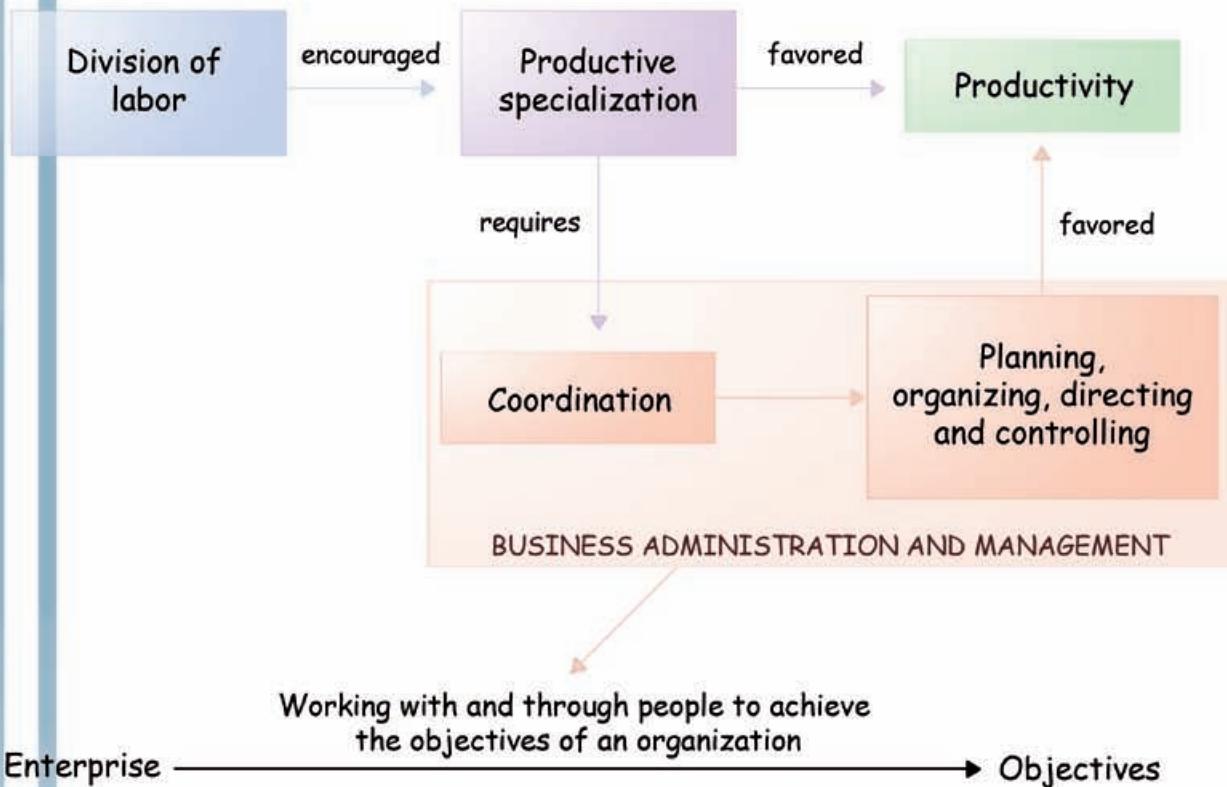
THE HUGE INCREASE OF PRODUCTIVITY IS MAINLY DUE TO TECHNOLOGICAL PROGRESS BUT ENTERPRISE MANAGEMENT, AND SPECIFICALLY MANAGER'S WORK, PLAYS AN IMPORTANT ROLE IN THIS INCREASE.



BUSINESS ADMINISTRATION AND MANAGEMENT

"Good management consists in showing average people how to do the work of superior people."
John D. Rockefeller

"It is the organization, rather than the individual, which is productive in an industrial system."
Peter Drucker



Management= analysis of the administration and management of companies.



Management means to lead, direct, manage...



CREATING VALUE

ENTERPRISE

Inputs
Raw materials
Labor
Capital

Utility creation

Outputs
Goods and services

TECHNOLOGY

Provisioning

Transformation

Distribution



Companies carry out a transformation activity to generate value or utility

Added value:

Difference between the value of inputs purchased from other companies and the price of the product.

FACTORS OF PRODUCTION

- Natural Resources: land, raw materials...
- Physical Capital: machinery, infrastructures...
- Labor: efforts of people in the production.

We tend to identify resources with money, but money is only an intermediary, behind the production of goods and services we find the productive resources.

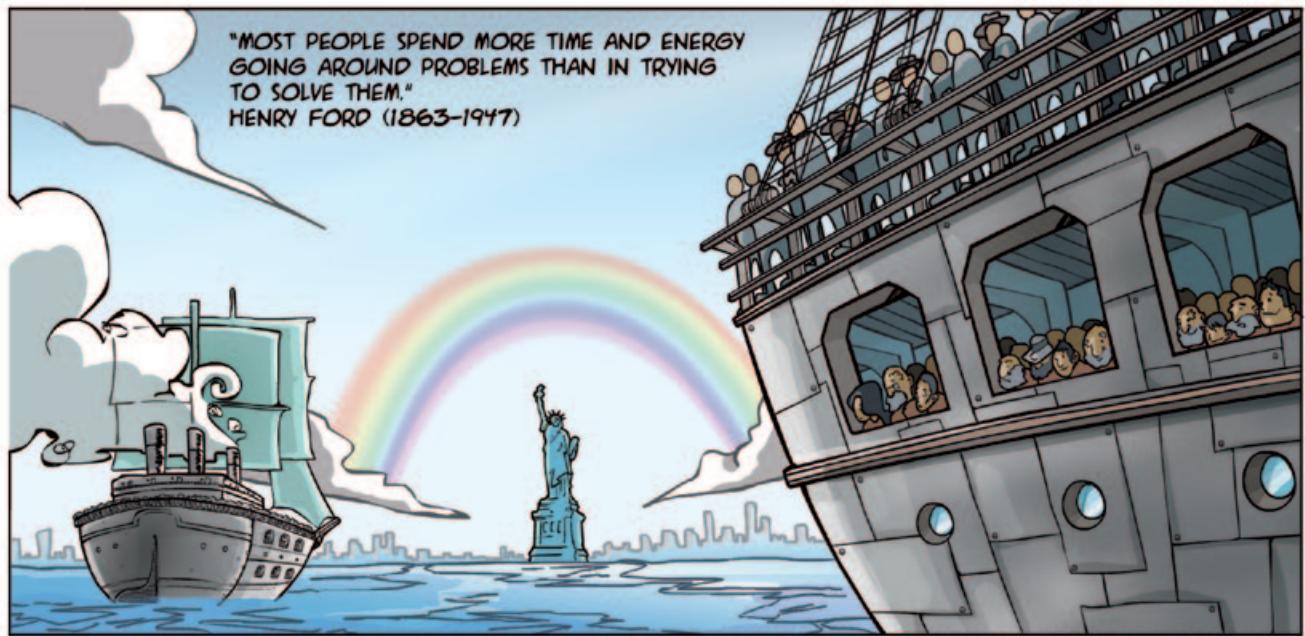
"Goods are tangible (phone, automobile...) while services are intangible (phone line, taxi...)"



Other types of capital

-Financial capital: Cash resources (money, shares, bonds...)

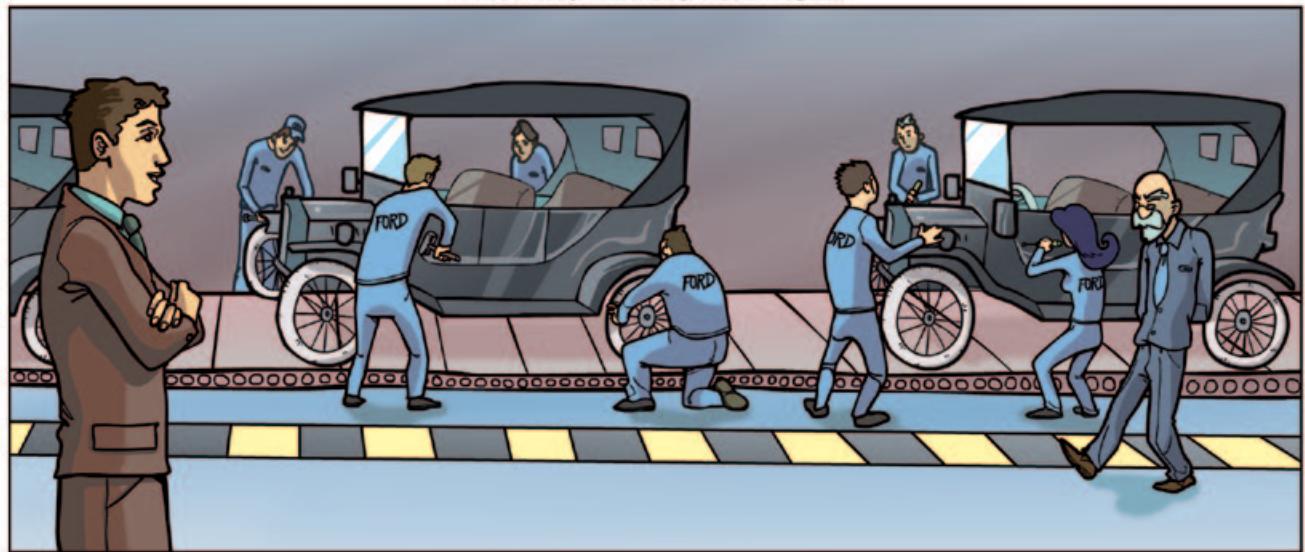
-Human capital: Useful knowledge based on experience and training.



IN THE EARLY 20TH CENTURY, UNITED STATES WAS FULL OF EUROPEAN IMMIGRANTS, WHO ARRIVED WITH GREAT HOPES BUT VERY LOW QUALIFICATION.

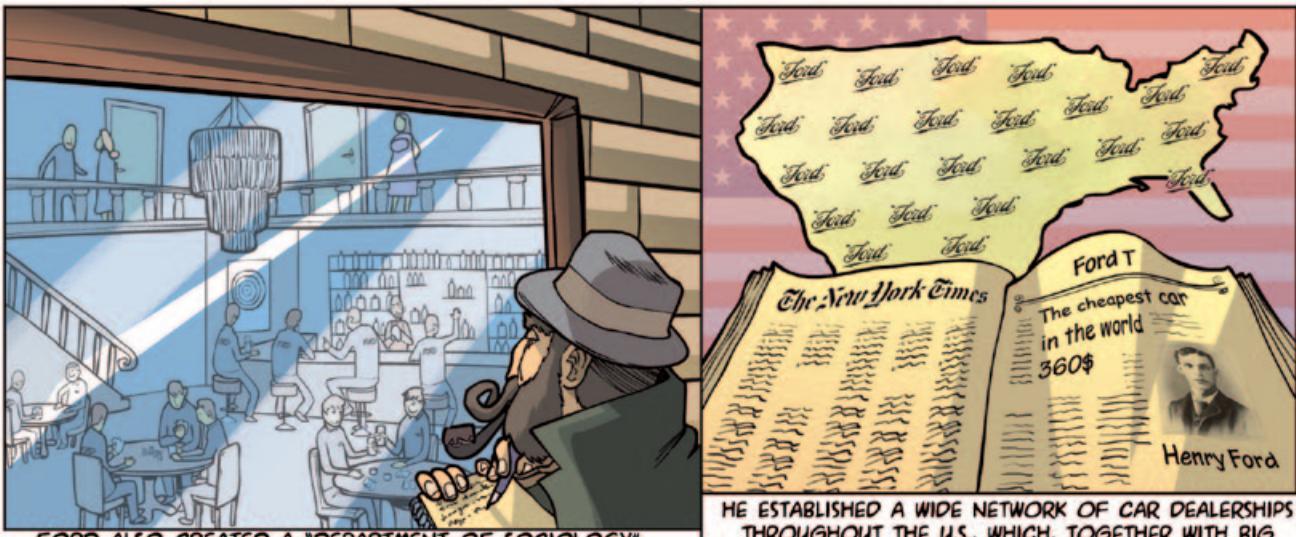


HE DEVISED THE ASSEMBLY LINE, WHICH ALLOWED HIM TO PRODUCE AUTOMOBILES AT A VERY AFFORDABLE PRICE.





IN ORDER TO ATTRACT THE BEST EMPLOYEES AND KEEP THEM MOTIVATED, HE PAID THEM TWICE THE WAGES OF OTHER INDUSTRIES. HE REDUCED THE WORK WEEK TO 40 HOURS AND FIVE DAYS A WEEK.



FORD ALSO CREATED A "DEPARTMENT OF SOCIOLOGY" IN CHARGE OF CONTROLLING THAT HIS EMPLOYEES DID NOT ABUSE ALCOHOL OR GAMBLING.

HE ESTABLISHED A WIDE NETWORK OF CAR DEALERSHIPS THROUGHOUT THE U.S., WHICH, TOGETHER WITH BIG ADVERTISING CAMPAIGNS, MADE IT POSSIBLE FOR THE FORD T TO ACHIEVE A 57% GLOBAL MARKET SHARE.

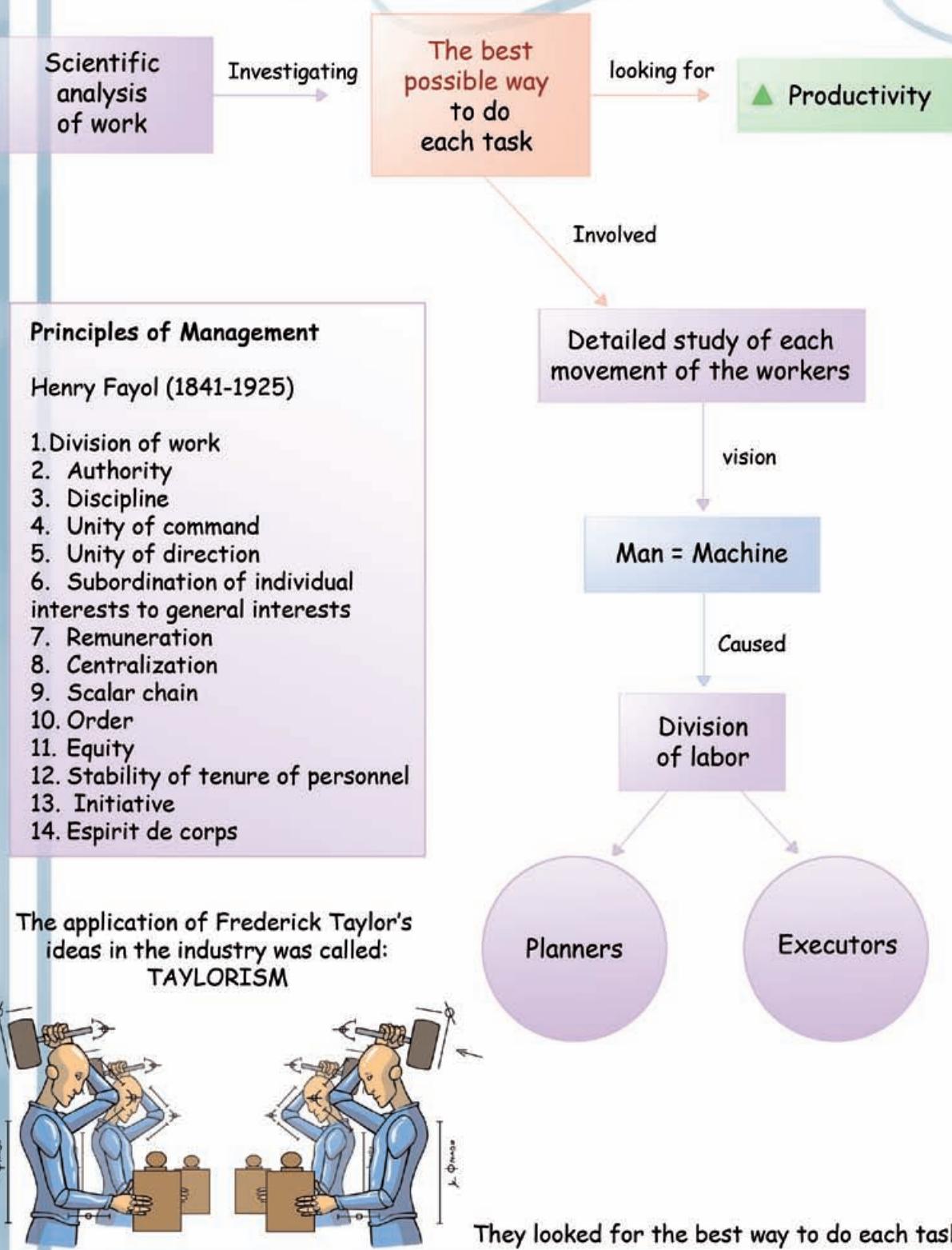


THE PRODUCTION PROCESS AIMED TO OBTAIN THE MOST INEXPENSIVE POSSIBLE CAR..
"ANY CUSTOMER CAN HAVE A CAR PAINTED ANY COLOR THAT HE WANTS, AS LONG AS IT IS BLACK"



SCIENTIFIC MANAGEMENT OF WORK

For Frederick Taylor (1856-1915), the "Father of the scientific management of work", there was nothing more unfair than paying the same to two workers with different productivity.





PRODUCTION CHAIN

TAYLORISM

+

FORD

=

FORDISM

Henry Ford applied the assembly line (fordism) following Taylor's ideas.

In 1903 only rich people could afford a motor car.

▼ Production Costs

▼ Price

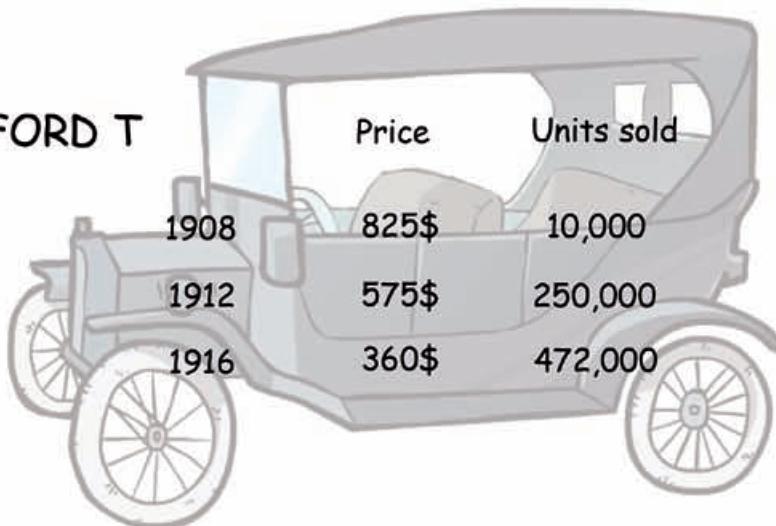
▲ Production Level

▲ Sales

"No man should be compelled to do work that a machine can do for him."

"How come when I want a pair of hands, I get a human being as well?."

FORD T



1 car every 12 hours

PRODUCTIVITY

1 car every 90 minutes

1914 Productivity (Automobiles produced per worker)

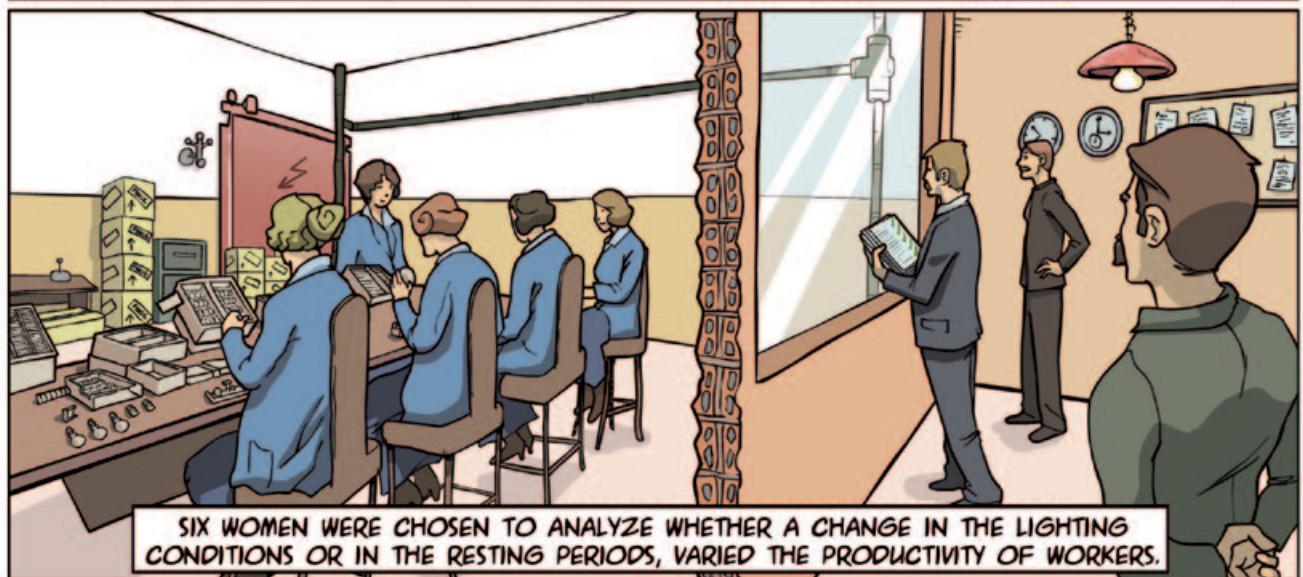
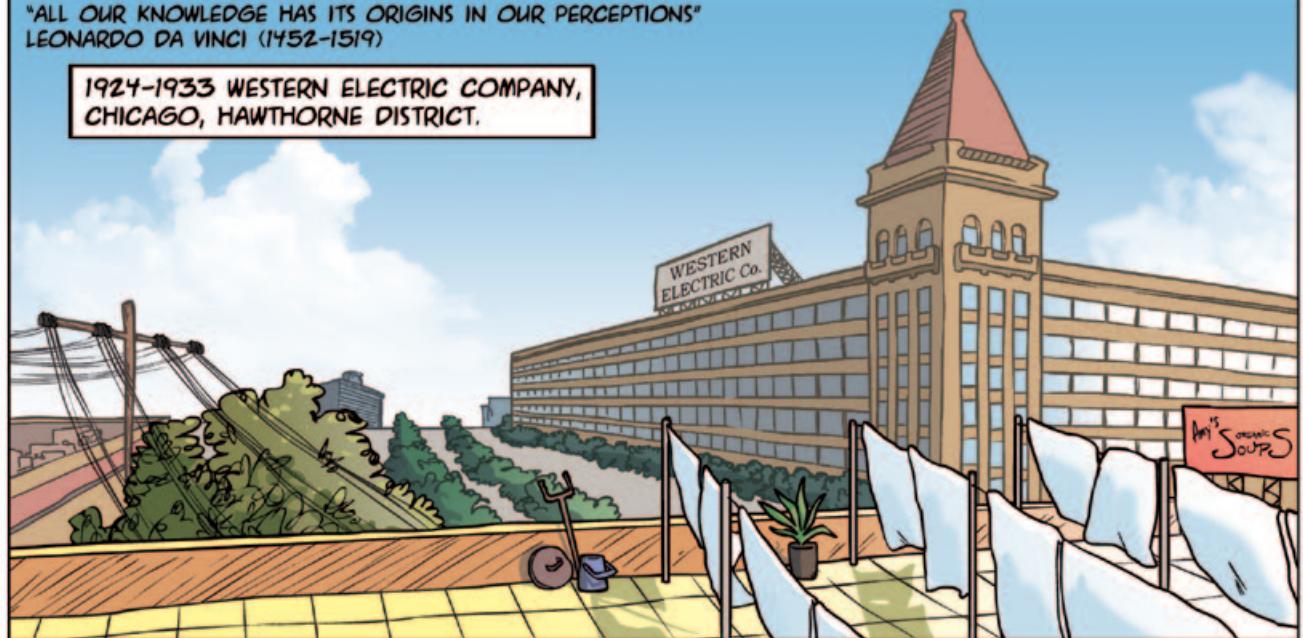
	Units	Workers	Productivity
Ford	260,000	13,000	20
Other competitors	287,000	66,000	4

Ford T final total production was 15,007,034 units, a record that remained for the next 45 years until the arrival of the Volkswagen Beetle: (21,529,464) units.

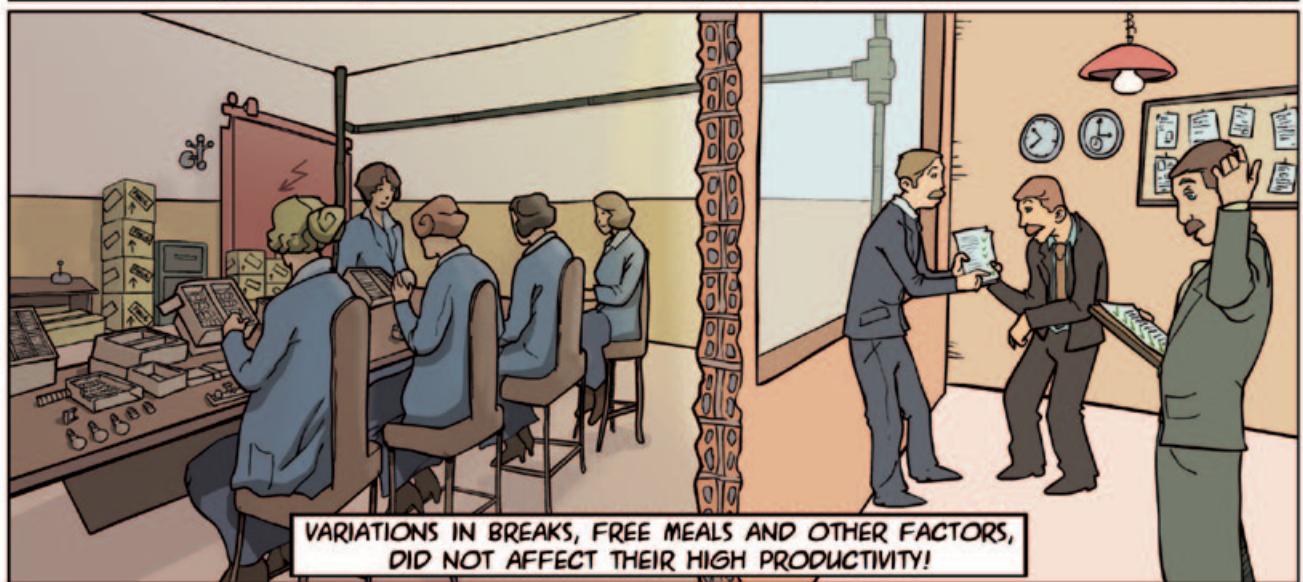


"ALL OUR KNOWLEDGE HAS ITS ORIGINS IN OUR PERCEPTIONS"
LEONARDO DA VINCI (1452-1519)

1924-1933 WESTERN ELECTRIC COMPANY,
CHICAGO, HAWTHORNE DISTRICT.



SIX WOMEN WERE CHOSEN TO ANALYZE WHETHER A CHANGE IN THE LIGHTING CONDITIONS OR IN THE RESTING PERIODS, VARIED THE PRODUCTIVITY OF WORKERS.



VARIATIONS IN BREAKS, FREE MEALS AND OTHER FACTORS,
DID NOT AFFECT THEIR HIGH PRODUCTIVITY!



IN VIEW OF THE MYSTERY...THE MANAGERS TURNED TO PROFESSOR ELTON MAYO.



MAYO PERCEIVED THAT THIS GROUP OF WORKERS WAS...A REAL TEAM!



HE CONCLUDED THAT, IN ORDER TO INCREASE...
AND SENSE OF BELONGING TO A GROUP

...PRODUCTIVITY IT IS MORE IMPORTANT THE RECOGNITION,
SECURITY THAN THE PHYSICAL CONDITIONS



THE HUMAN FACTOR AT WORK



Human Relations School
(1912-1954)

Investigated

What affects
the
performance
of individuals

Discovered

The importance
of psychology

Vision changes



Worker=Feelings

Importance of the
informal organization

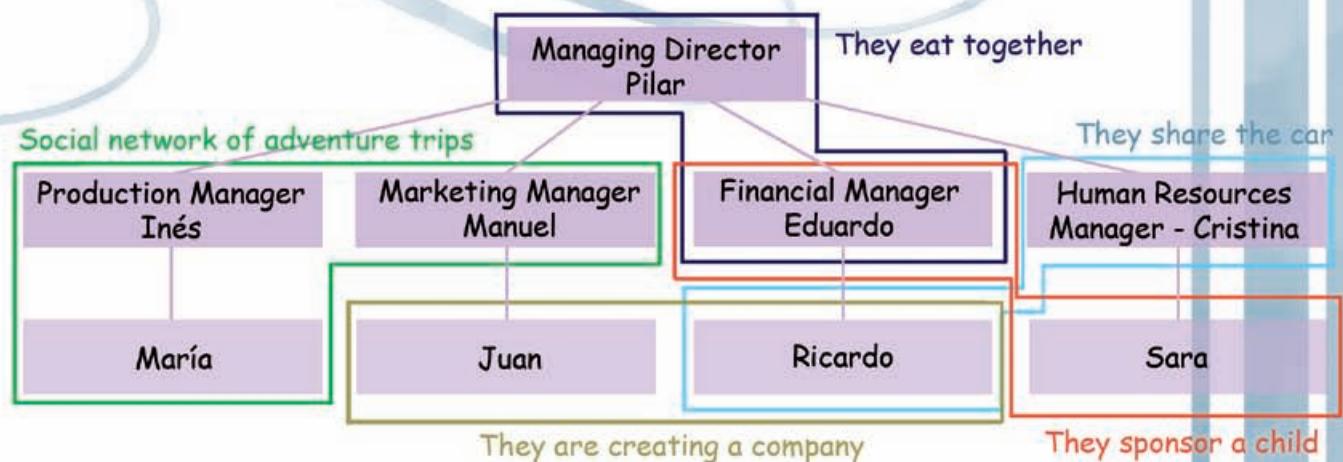
Study of
motivation

	Scientific Management(Taylor)	Human Relations (Mayo)
Organization vision	Machine	Group of people
Emphasis	Tasks and technology	People
Inspiration	Engineering	Psychology
Worker autonomy	None	Full
Basis	Rules and regulations	Trust in people
Organization	Formal	Formal + informal

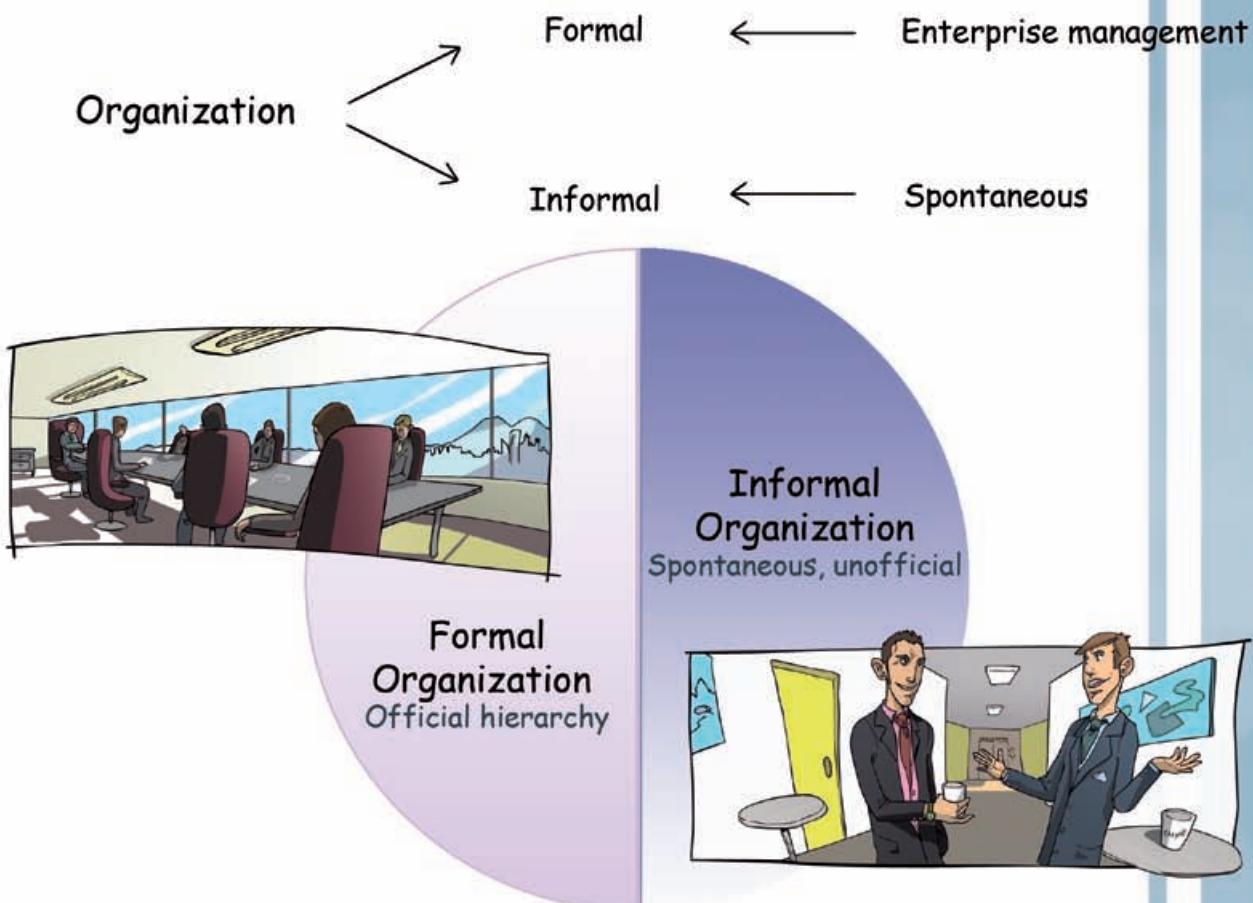


THE INFORMAL ORGANIZATION

Elton Mayo discovered in Hawthorne the importance of informal organization in the company

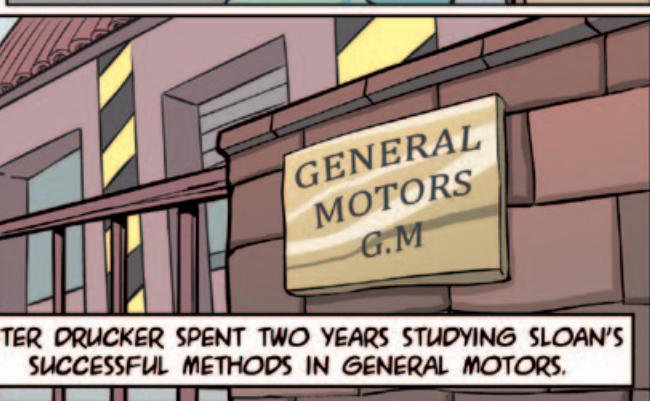
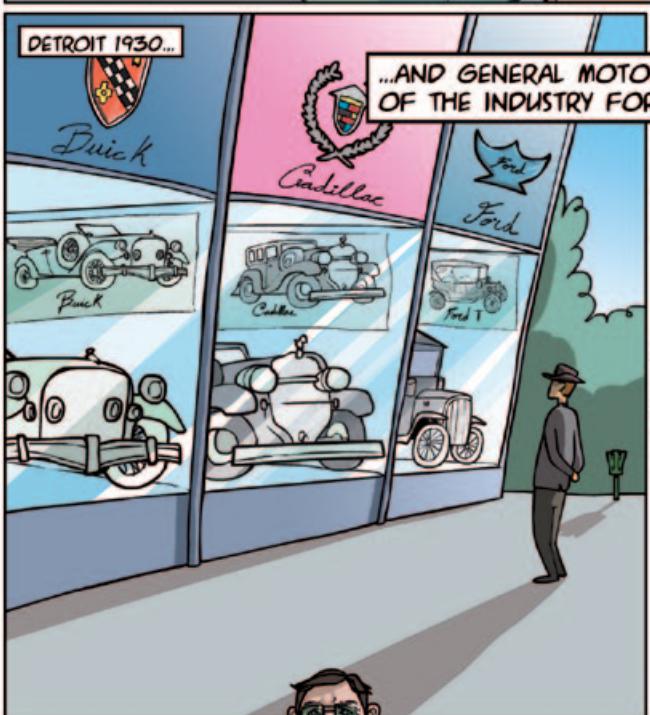
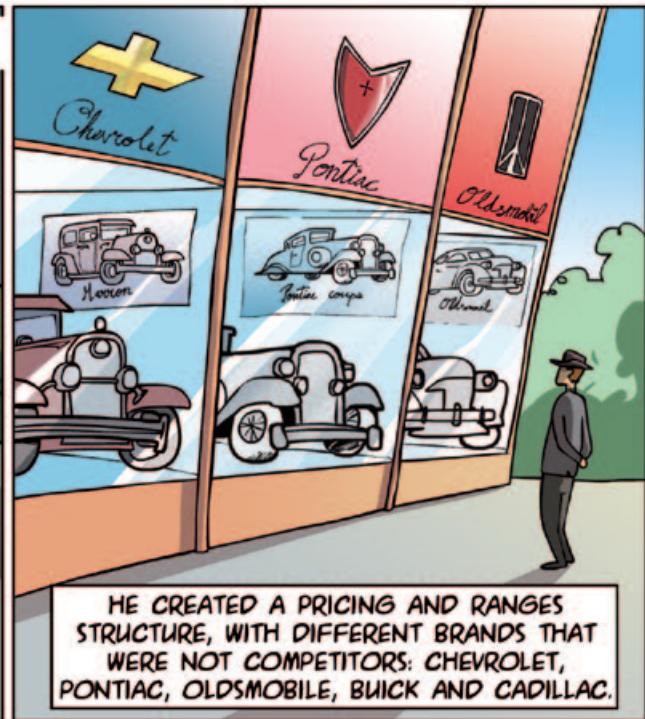


The informal organizational structure is unofficial



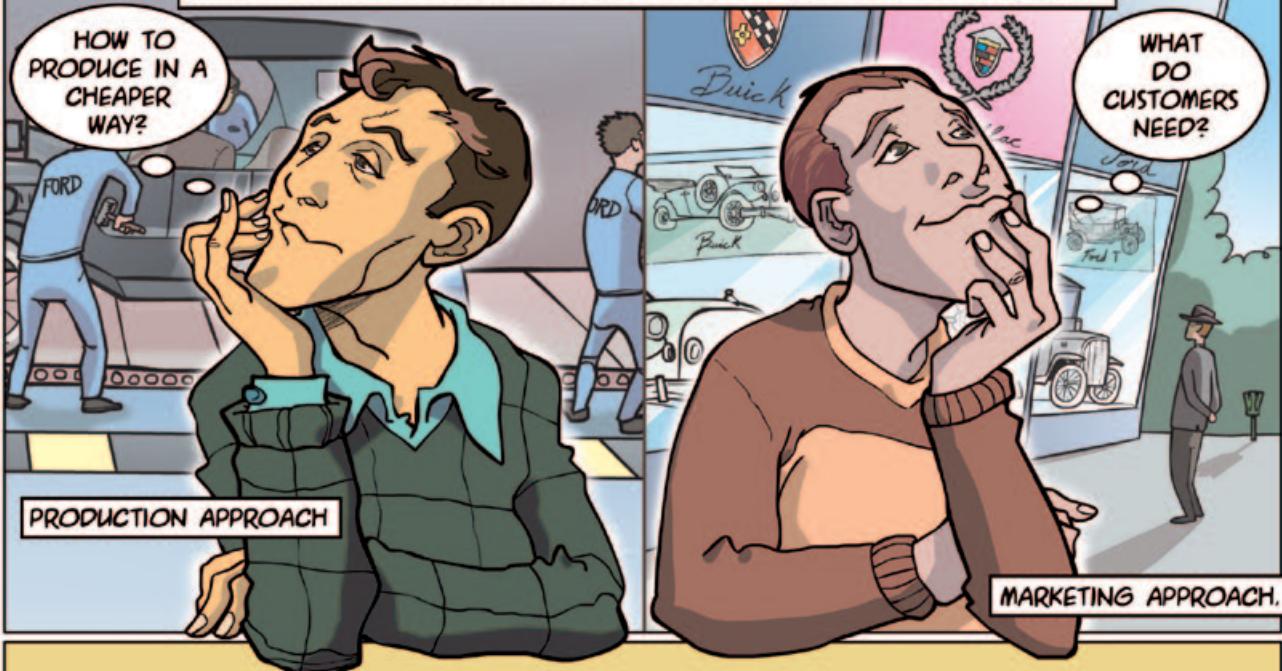
Real organization = formal organization + informal organization

THE PURPOSE OF A BUSINESS IS
TO CREATE CUSTOMERS PETER DRUCKER (1909-2005)

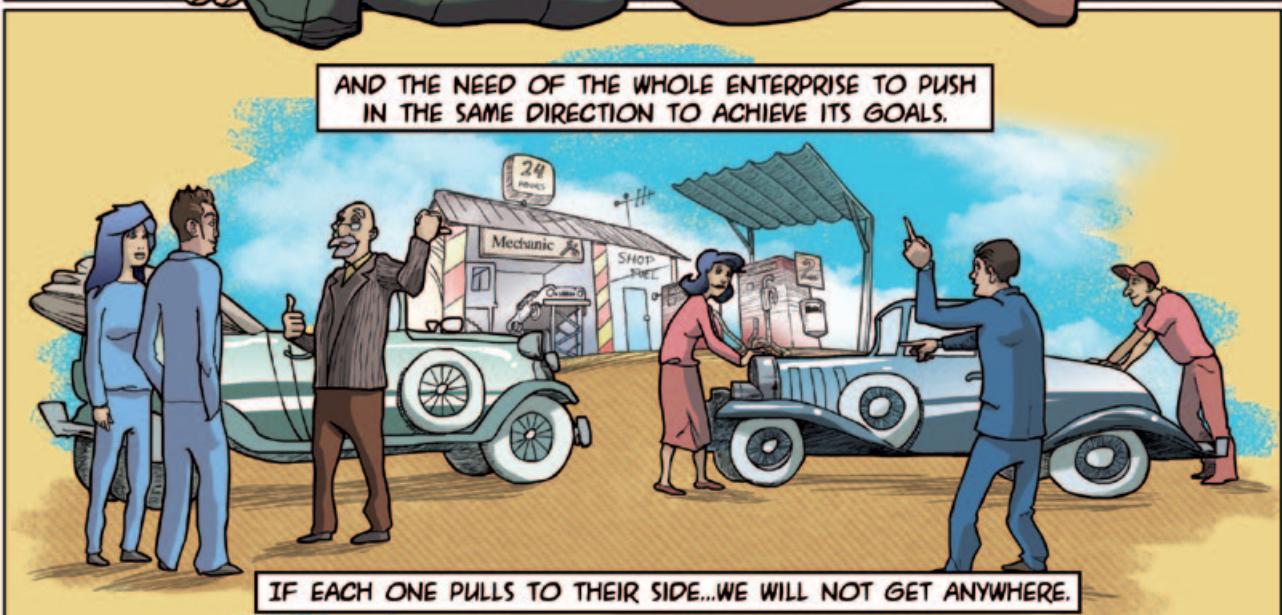




HE PERCEIVED THAT SUCCESSFUL ENTERPRISES WERE THOSE DIRECTED TO MEET CUSTOMER NEEDS.



AND THE NEED OF THE WHOLE ENTERPRISE TO PUSH IN THE SAME DIRECTION TO ACHIEVE ITS GOALS.

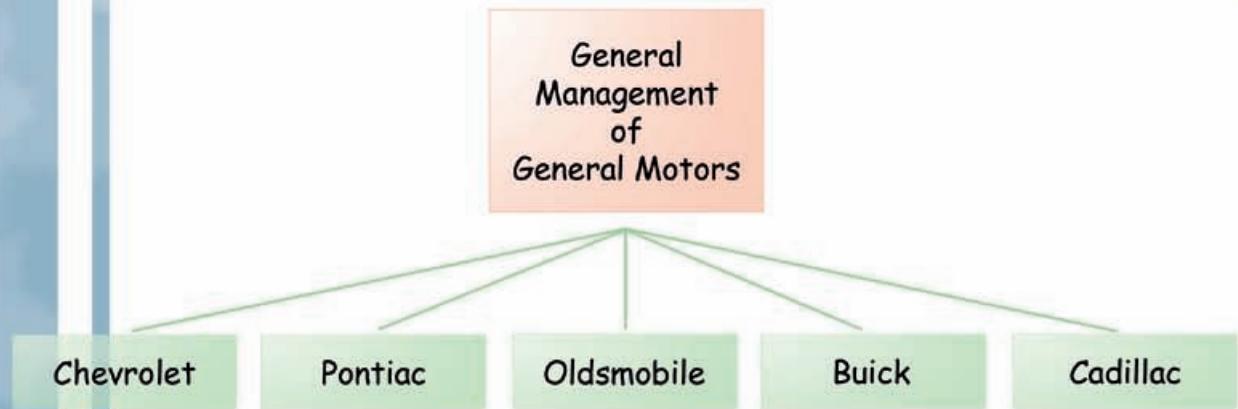




MULTIDIVISIONAL STRUCTURE

General Motors used a model of coordinated decentralization, opposite to the rigorous centralization used by Ford.

Sloan created independent divisions, autonomous, with the aim of getting closer to the consumer and designing the product that best met his needs.



In 1926, Ford had to retire his famous Ford T. Tastes had changed

MARKET SHARE

	1921	1940
FORD	55%	16%
GM	11%	45%



In order to produce a unique and cheap car (like Ford T), the centralized structure of Ford was ideal. However, it was too focused on the inside of the company and away from consumers.



MANAGEMENT BY OBJECTIVES

Drucker understood
that it is the
customer who
defines the value...

Production approach
(Taylor, until 1950)

Marketing approach
(Drucker, from 1950)

The enterprise defines
the value (from the inside out)

The customer defines the value
(from the outside in)

Value seen like efficiency

Value seen like satisfaction

Price depends on the cost
of production

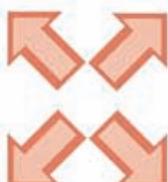
Price depends on the
perceived value

To sell: convince the
customer to buy what
we produce

Marketing: understand what
the customer needs and
produce it

The objectives of the different individuals, groups and
departments are diverse and often divergent

...and that all the
members of the
company should
push in the
same direction



The management by objectives tries to make whole
organization focus its efforts in the same direction

Drucker valued the
importance of the
contribution of workers,
considering them
the most valuable
resource.

WORKER = MOST VALUABLE RESOURCE

"NO COUNTRY DESERVES TO BE POOR"
EDWARDS DEMING (1900-1993)

WHEN DEMING ARRIVED TO JAPAN,
THE COUNTRY WAS COMPLETELY
DESTROYED DUE TO THE WORLD WAR II.

THE JAPANESE ONLY EXPORTED TIN TOYS.

THAT WERE MADE WITH THEIR TWO UNIQUE RESOURCES,

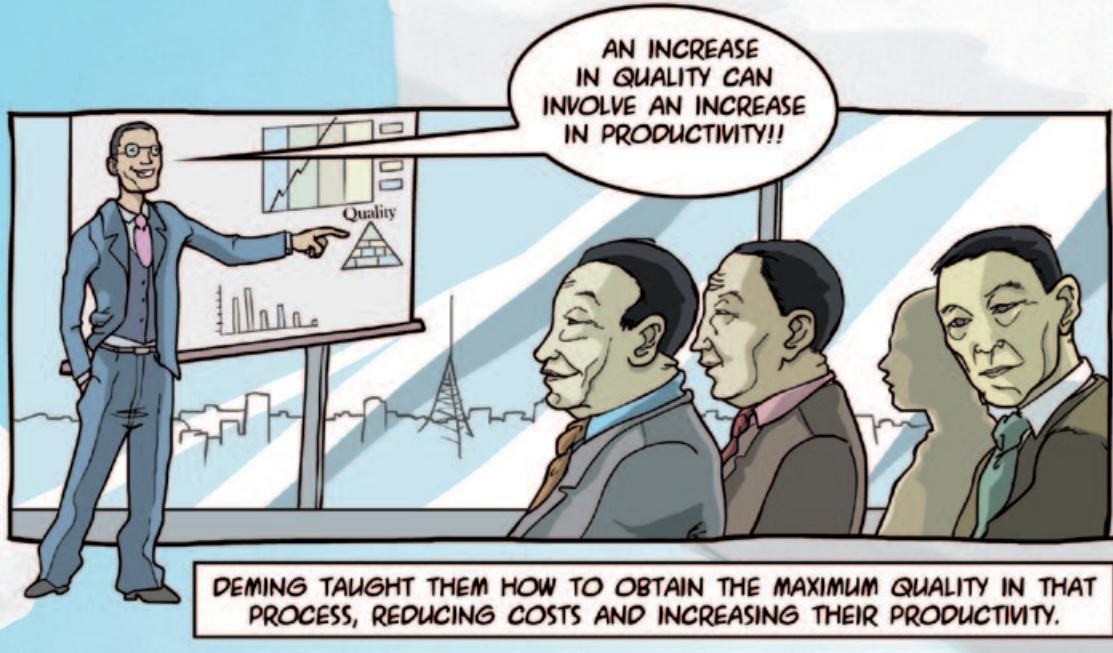


THEIR HANDS...



AND THE EMPTY CANS THAT AMERICAN
SOLDIERS THREW IN THE GARBAGE.

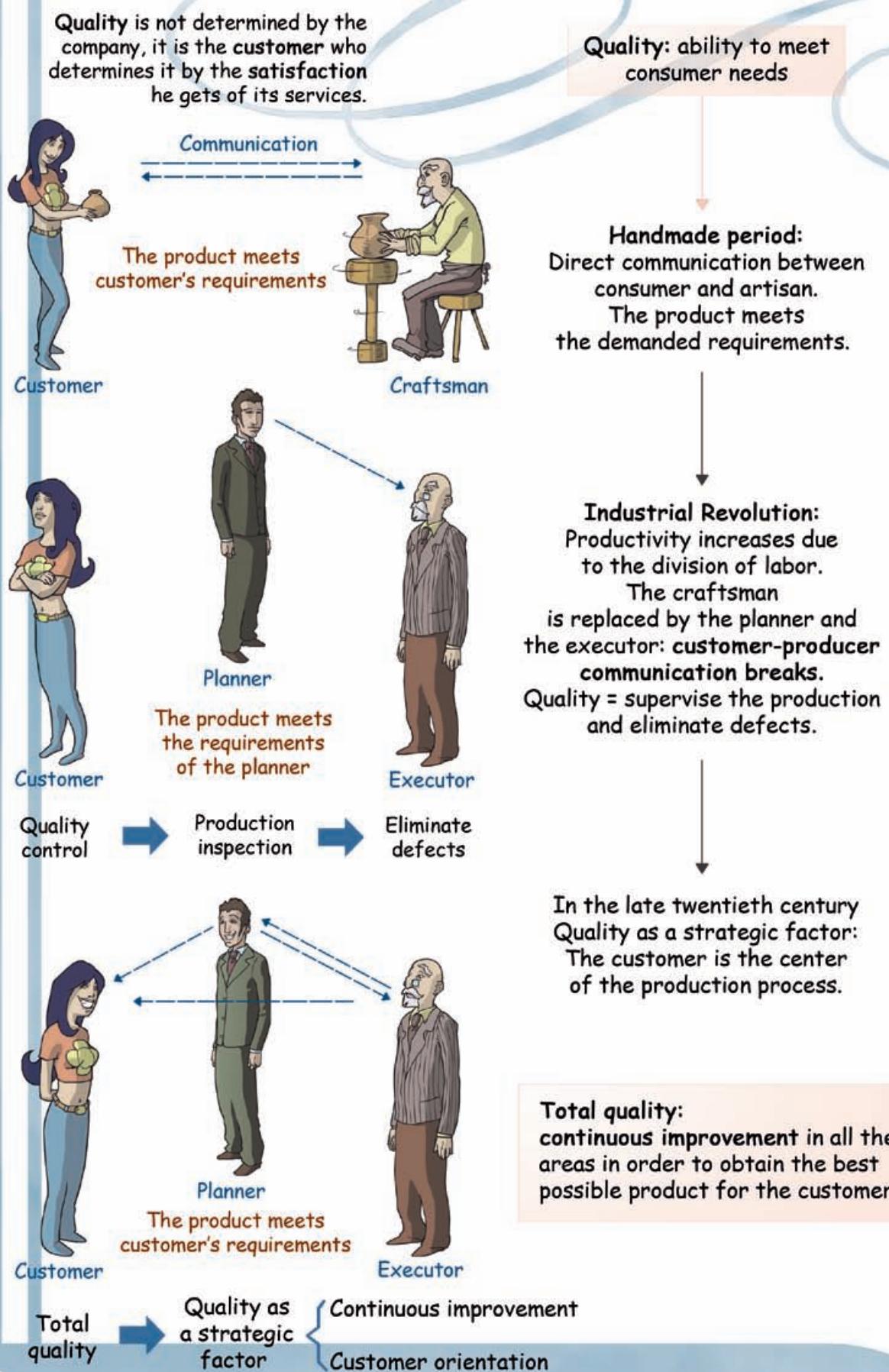




AND SOON...JAPAN WENT FROM HAVING A NEGATIVE GDP
TO BE THE SECOND ECONOMIC POWER IN THE WORLD.



QUALITY AS A CUSTOMER ORIENTATION





QUALITY AND PRODUCTIVITY

Effects of World War II in Tokyo (1942-1945)

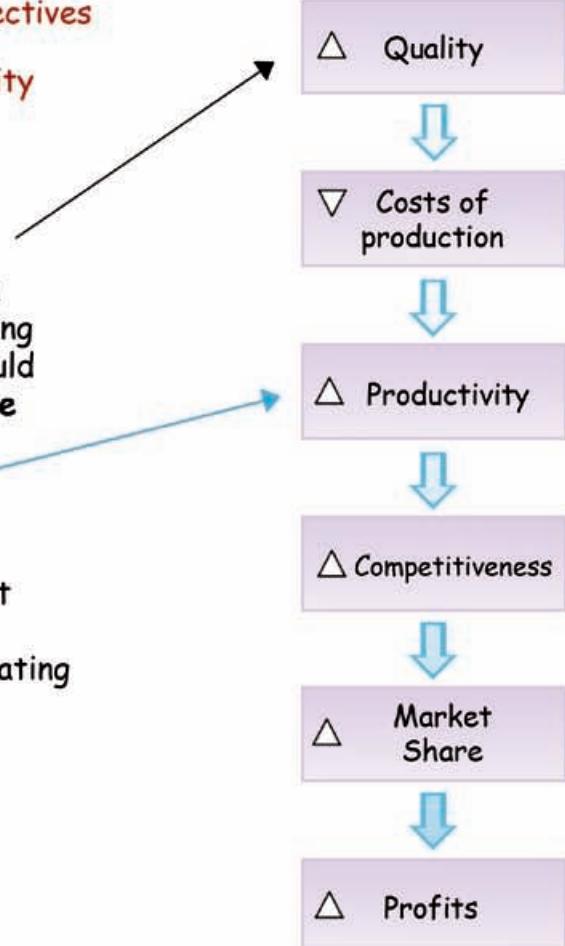
Buildings destroyed	50%
Population	1942 7.000.000
	1945 3.000.000

Traditional vision: incompatible objectives

▲ Quality → ▼ Productivity

Deming proposed them to find the highest quality in the process, which would reduce costs through producing with less errors and delays. This would shorten the process and allow a more efficient use of resources.

The Japanese increased their productivity, they became more competitive and through an excellent quality-price combination, they expanded their market share, generating more employment and wealth.



Deming's chain reaction



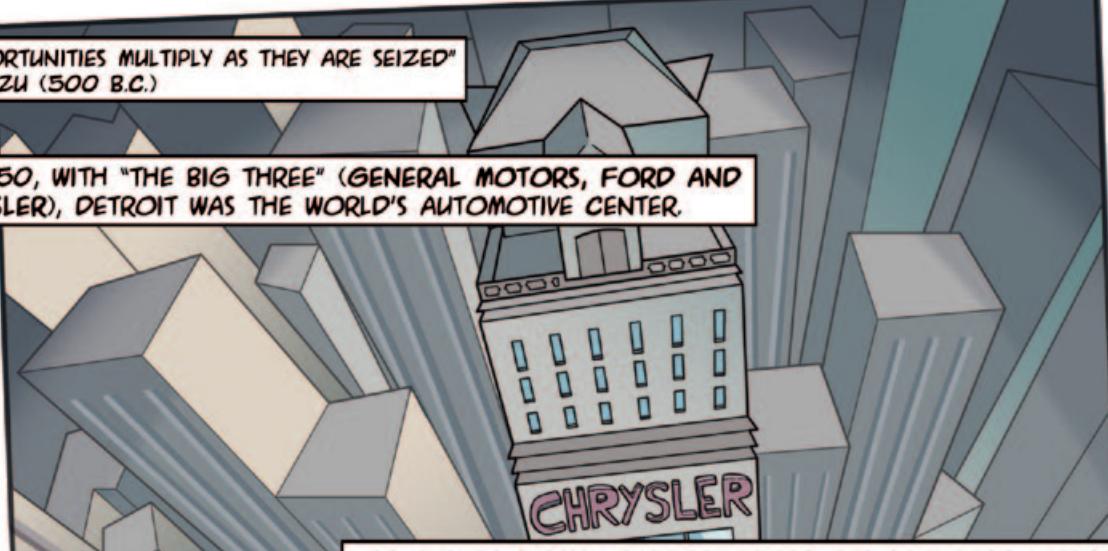
The Japanese applied Deming's ideas, achieving a high productivity.





"OPPORTUNITIES MULTIPLY AS THEY ARE SEIZED"
SUN TZU (500 B.C.)

IN 1950, WITH "THE BIG THREE" (GENERAL MOTORS, FORD AND CHRYSLER), DETROIT WAS THE WORLD'S AUTOMOTIVE CENTER.



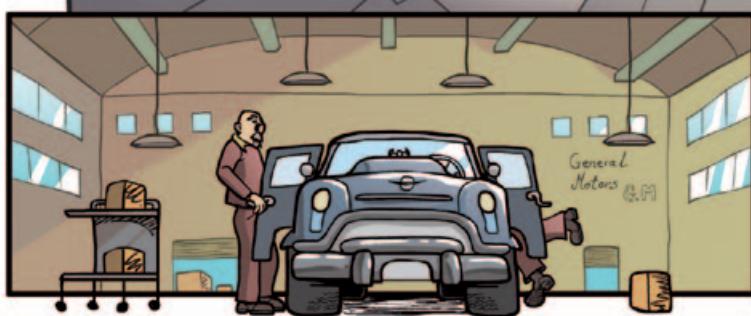
CHRYSLER

TO ENSURE SUPPLY, THEY PRACTICED THE BACKWARD INTEGRATION:
THEY ACQUIRED THE COMPANIES THAT SUPPLIED THE RAW MATERIALS.



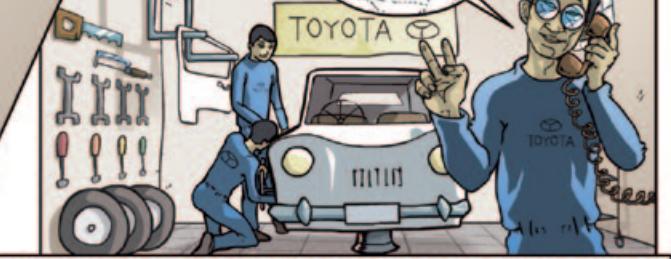
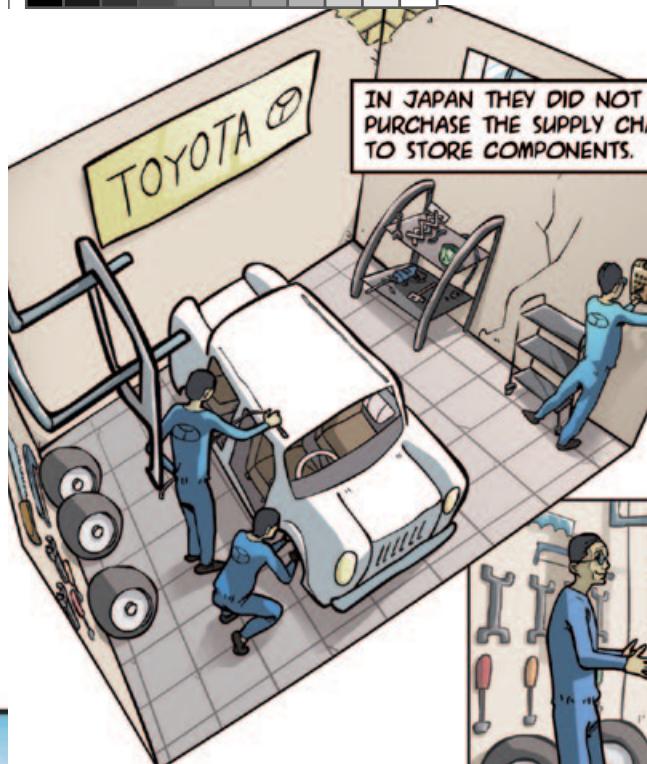
BY 1927, FORD BOUGHT A LARGE PLANTATION IN THE AMAZON
(FORDLANDIA) TO PROVIDE THEMSELVES RUBBER TIRES.

THE SPACE TO STORE AND MANUFACTURE WAS VERY ABUNDANT IN THE U.S.

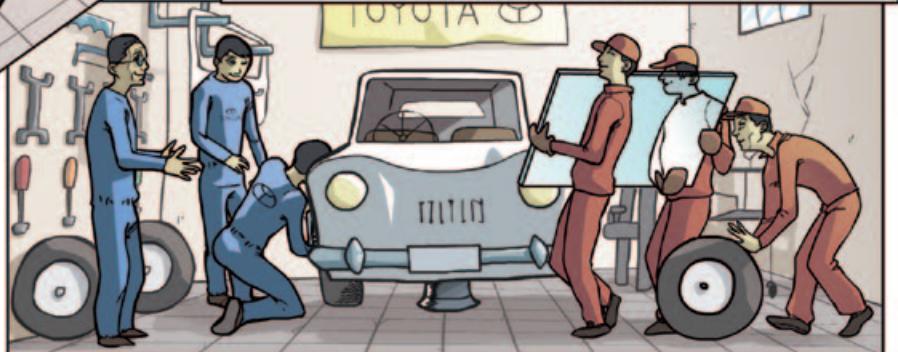




IN JAPAN THEY DID NOT HAVE THE CAPITAL NEEDED TO PURCHASE THE SUPPLY CHAIN NOR HAD PLENTY OF SPACE TO STORE COMPONENTS.

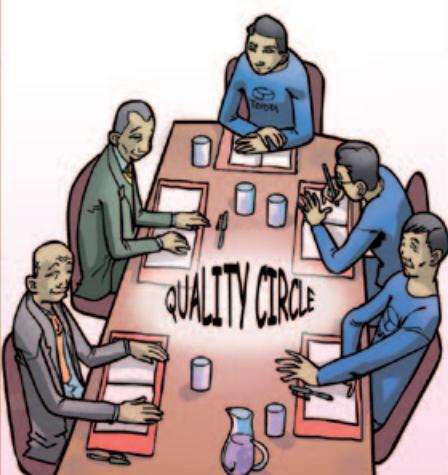


TOYOTA DEVELOPED A PRODUCTION SYSTEM "JUST IN TIME", WITH LITTLE STORAGE.



BUT IT REQUIRED A CONSIDERABLE COORDINATION WITH THEIR SUPPLIERS

IN ORDER TO MAKE THE PROCESS SUCCESSFUL, WORKERS HAD TO TAKE RESPONSIBILITY AND PARTICIPATE IN IMPROVING.



SINCE THEN, TOYOTA HAS NOT STOPPED INNOVATING AND GROWING, SNATCHING IN 2007 THE GLOBAL LEADERSHIP TO GENERAL MOTORS.



THE BIG THREE HAVE FAILED TO ADAPT TO NEW TIMES, DETROIT HAS LOST THE LIGHT OF THE PAST AND LEADS THE RANKINGS OF POVERTY, UNEMPLOYMENT AND CRIME IN THE U.S.





JUST IN TIME (JIT)

Objective → Produce on request → Minimize storage → ↓ Costs

Inventory or stock: amount of goods a company has stored

"The river of stocks" → Japanese metaphor

Boat = company operations

River = levels of stock

Rocks = company operations



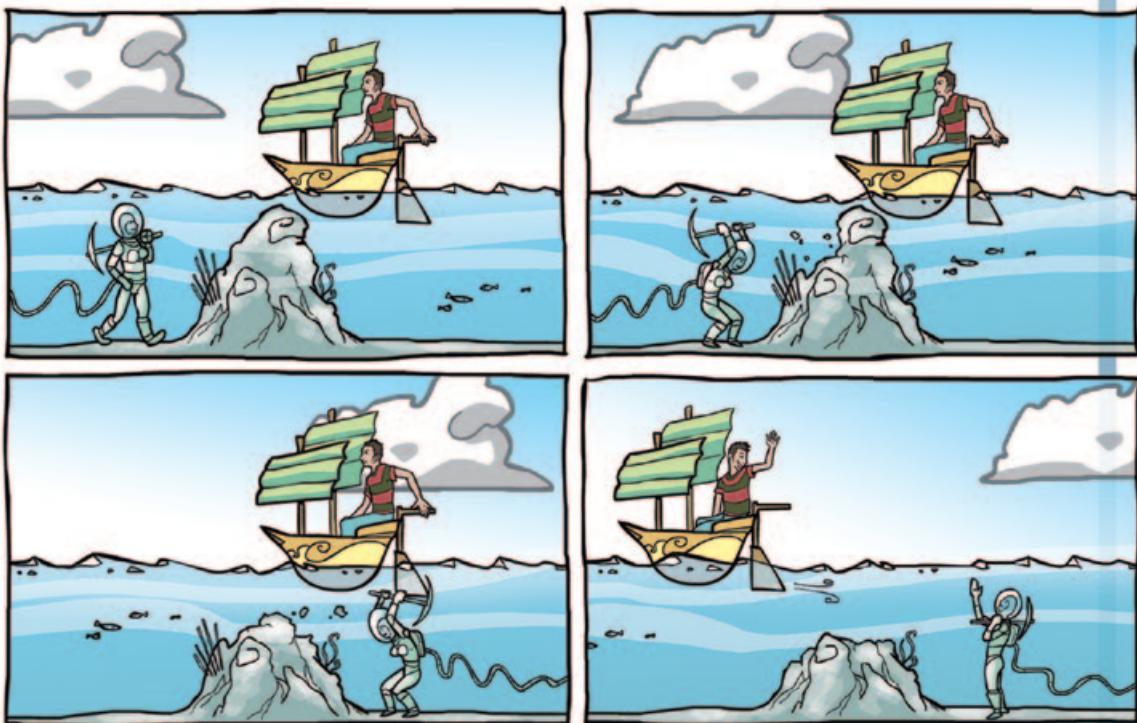
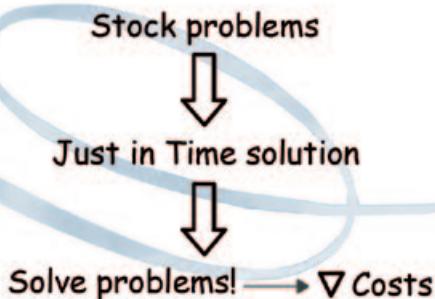
Stock problems



Traditional solution



△ Stock levels → △ Costs



The solution is to polish the rock, to improve the maneuverability of the boat or to find a more efficient route.

Identify the problem,
face it and solve it

"One cannot manage change.
One can only be ahead of it."
Peter Drucker

Kaizen = Continuous improvement

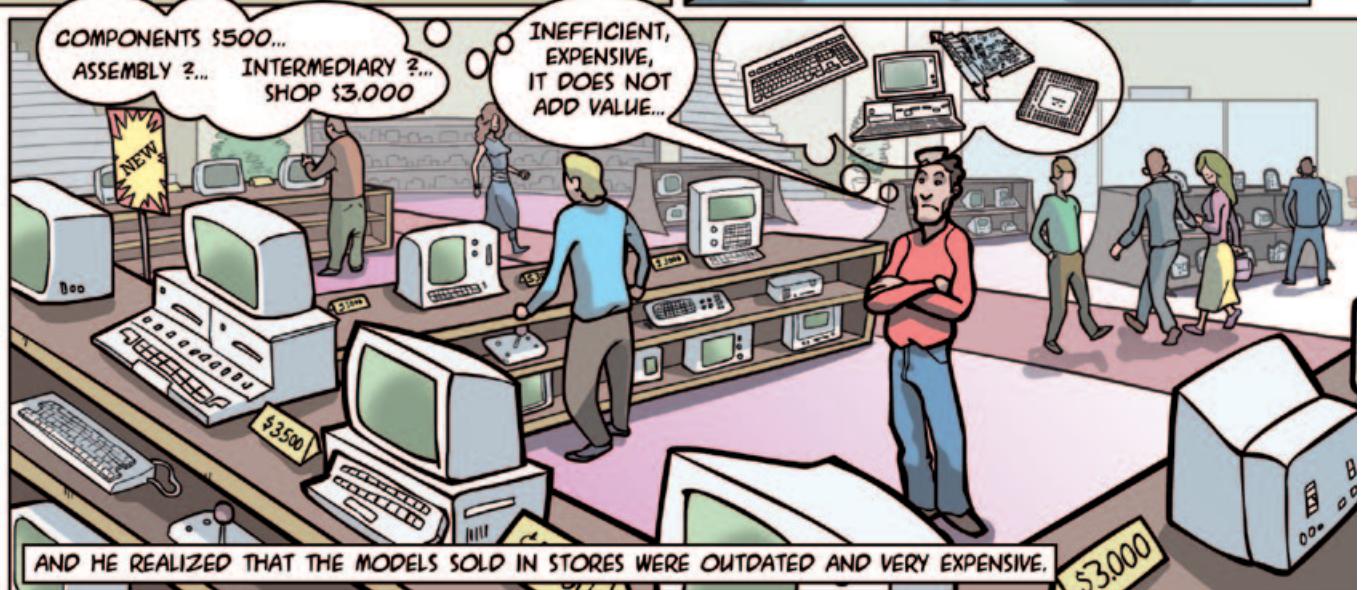
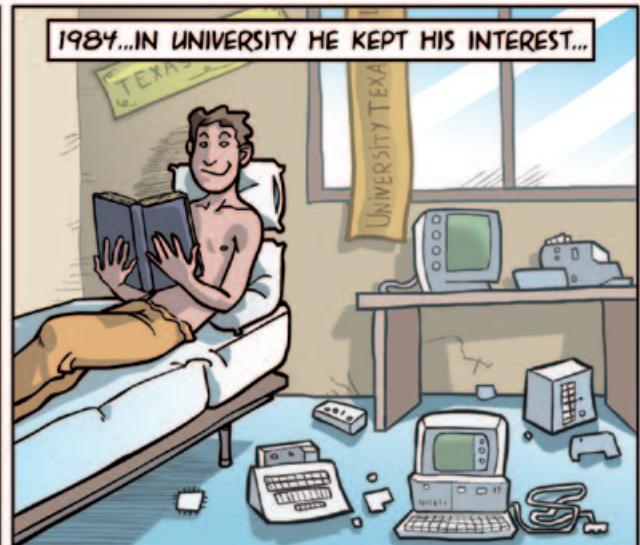
Kai = change
+
Zen = good

The just in time system is much more than an inventory management system: it is a philosophy of demand-oriented production.

Need for discipline
and organization

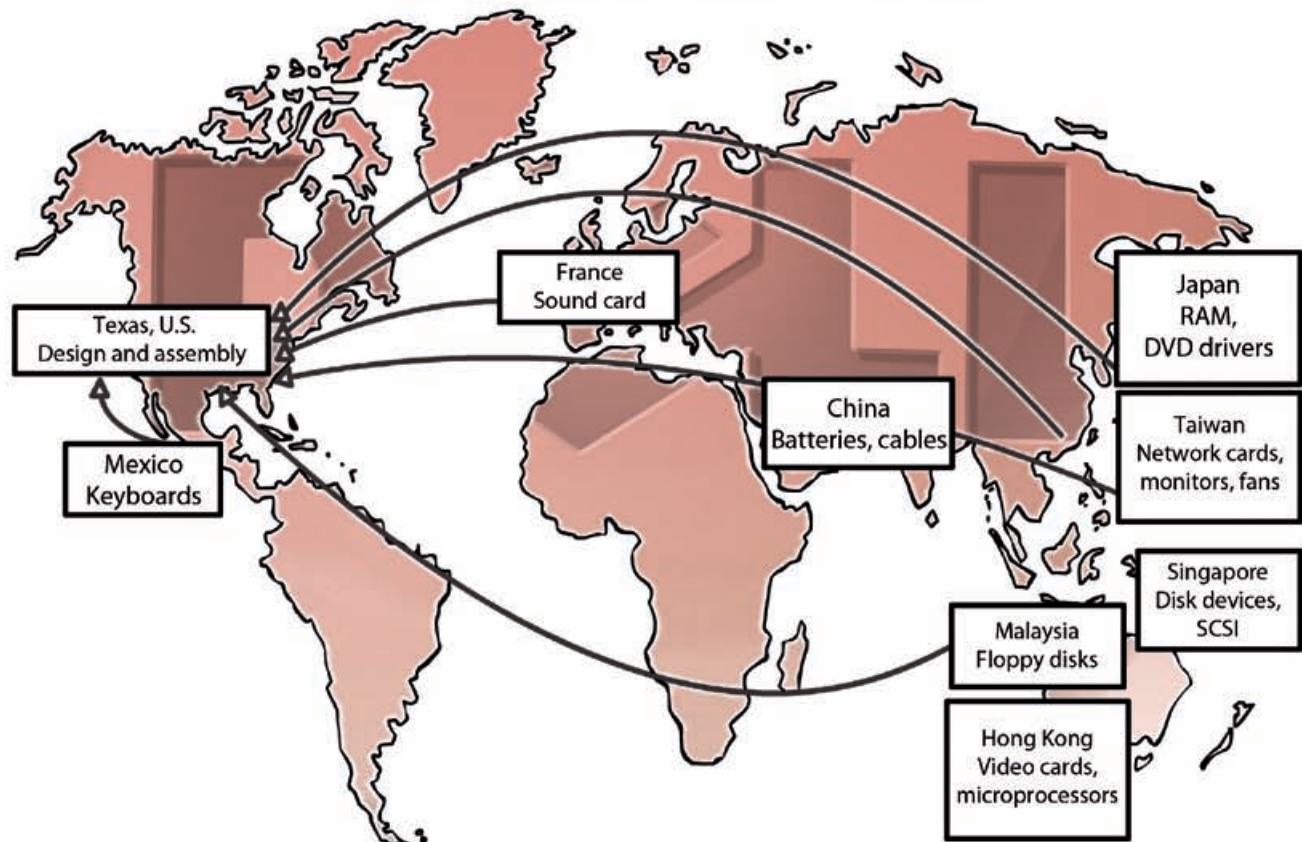


"ALWAYS BEAR IN MIND THAT YOUR OWN RESOLUTION TO SUCCEED IS MORE IMPORTANT THAN ANY OTHER".
ABRAHAM LINCOLN (1809 - 1865)



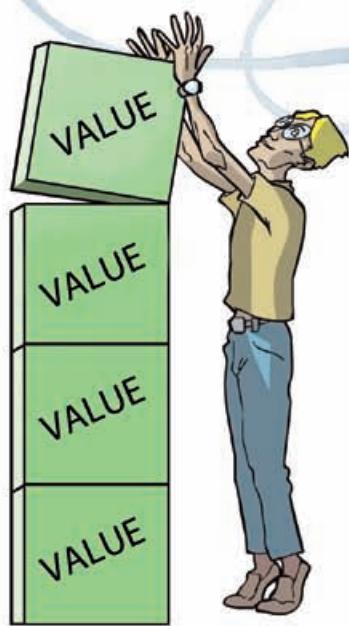


DELL ASSEMBLES TODAY MORE THAN 150,000 COMPUTERS A DAY, WITH COMPONENTS MANUFACTURED WORLDWIDE.



THE VALUE CHAIN

Michael Porter (1980) → Value chain →

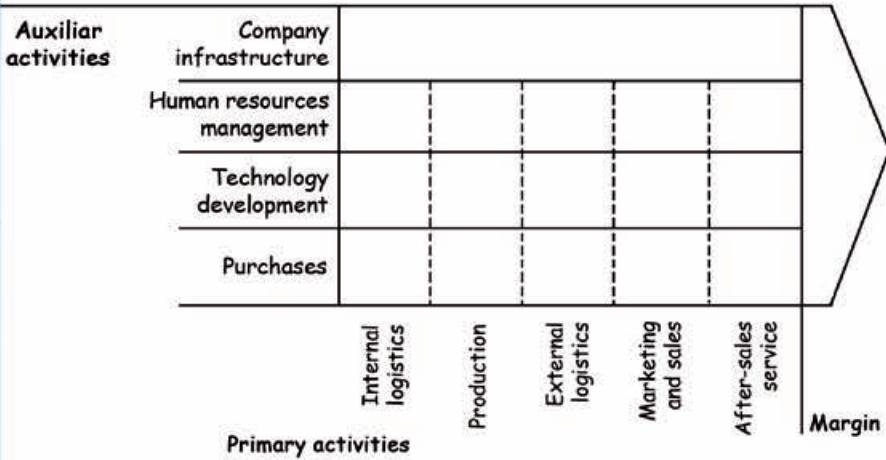


Value comes from various sources: utility, quality, associated image, availability, complementary services...

Provisioning, production and distribution do not involve only costs.

They are steps that will add value to the finished product.

"The best companies are always concerned".
Michael Porter



The value chain (Porter)

Managing quality relationships with reliable suppliers is crucial for the company.

The customer does not care who performs each activity, but he cares about the quality of the final product.



DISTRIBUTION CHANNELS

Companies become partners and create chains in order to bring the value closer to the customer.

Distribution channel: is the route by which manufacturers put the products at the disposal of customers.

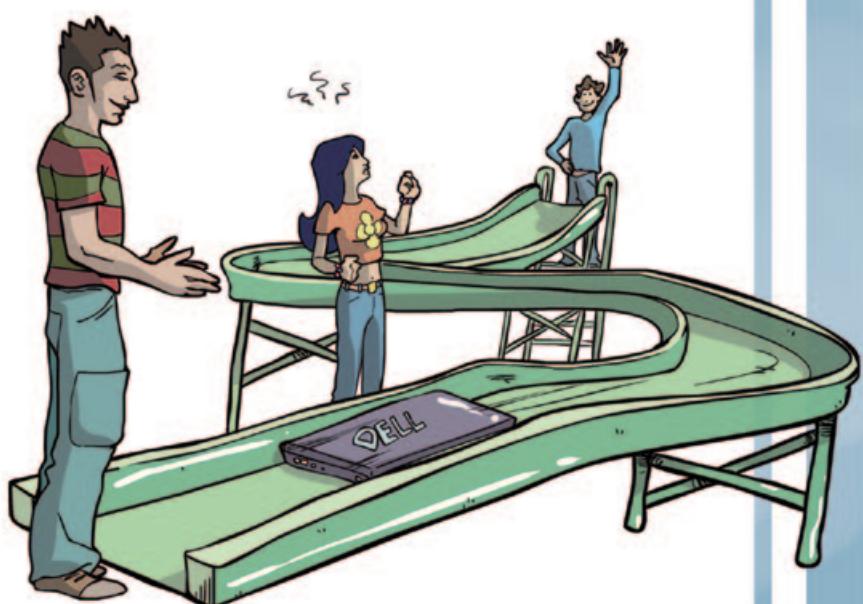
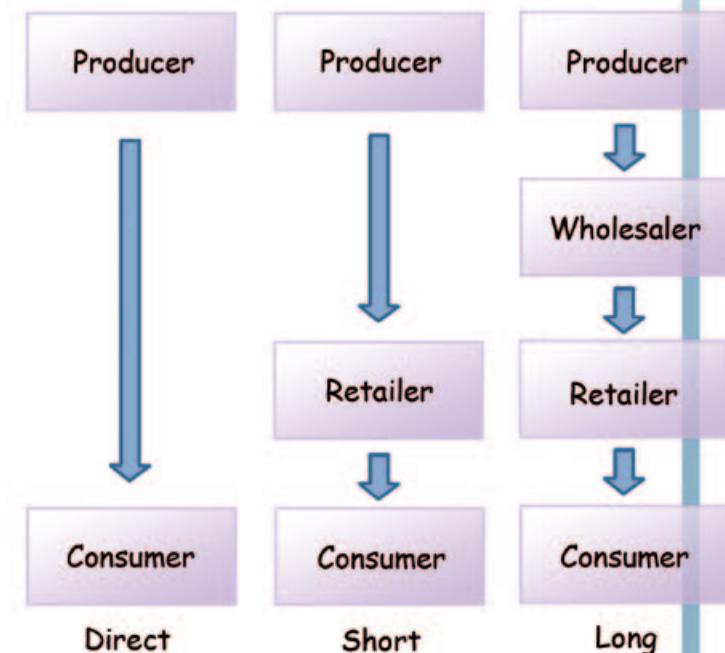
If intermediaries create value with their work, they are kept in the chain...

But sometimes...

Their contribution may not add value so they end up being eliminated.

One cannot manage change; one can only be ahead of it.

Peter Drucker

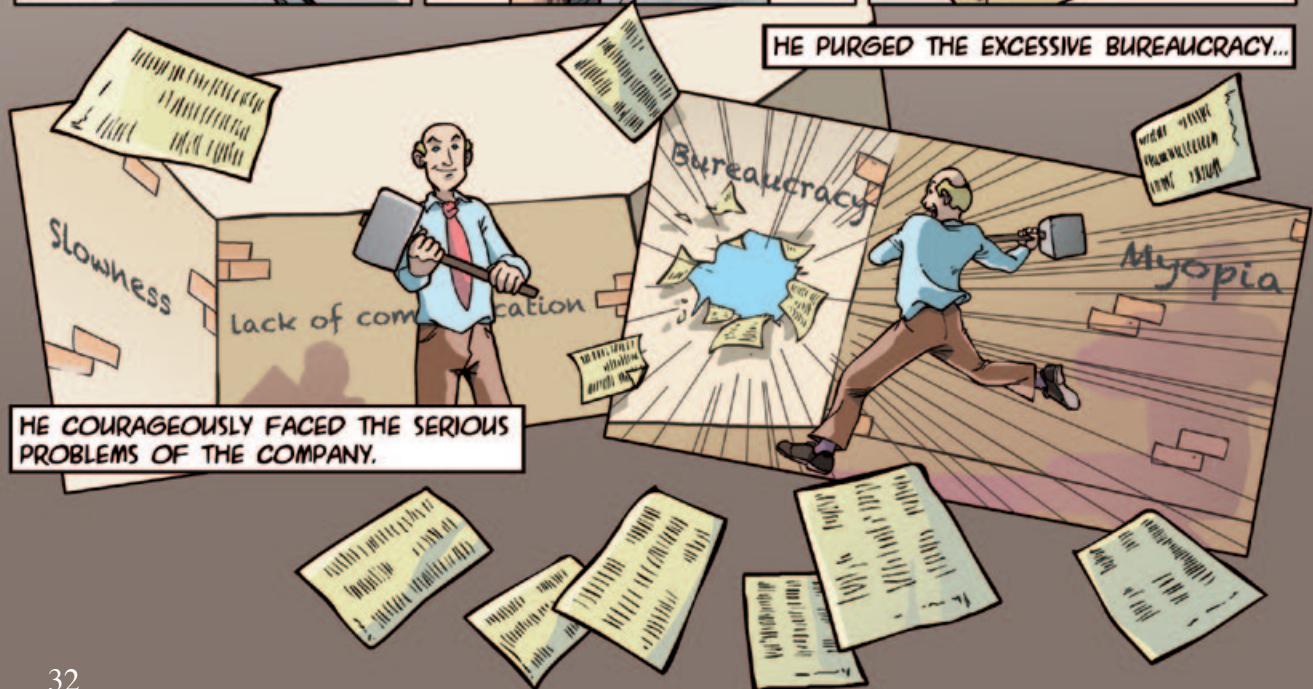


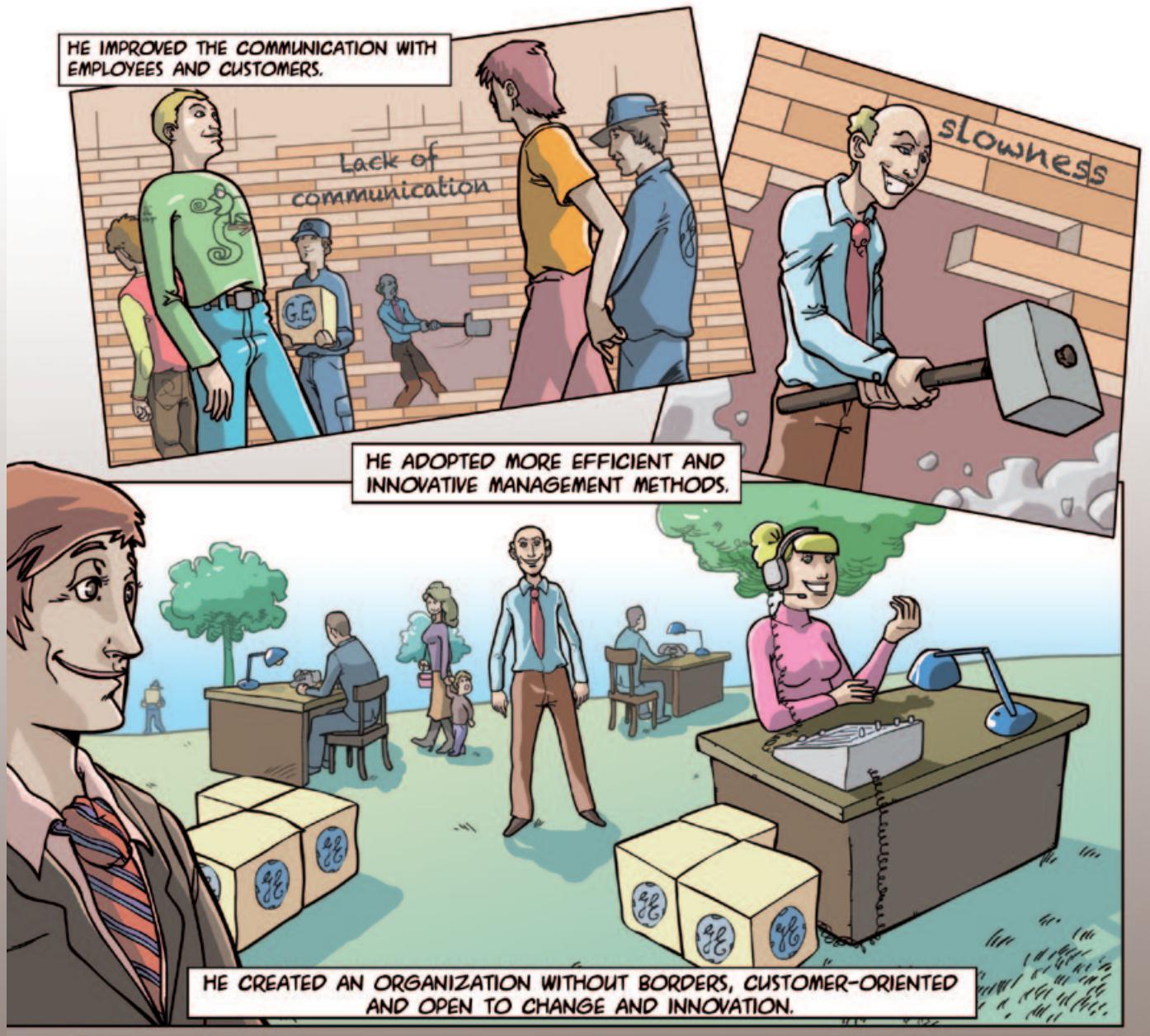
Using a direct channel of distribution, Michael Dell made it possible for consumers to have a better product at a cheaper price.

BUREAUCRACY IS A GIANT MECHANISM OPERATED BY PYGMIES.
HONORÉ DE BALZAC (1799-1850)

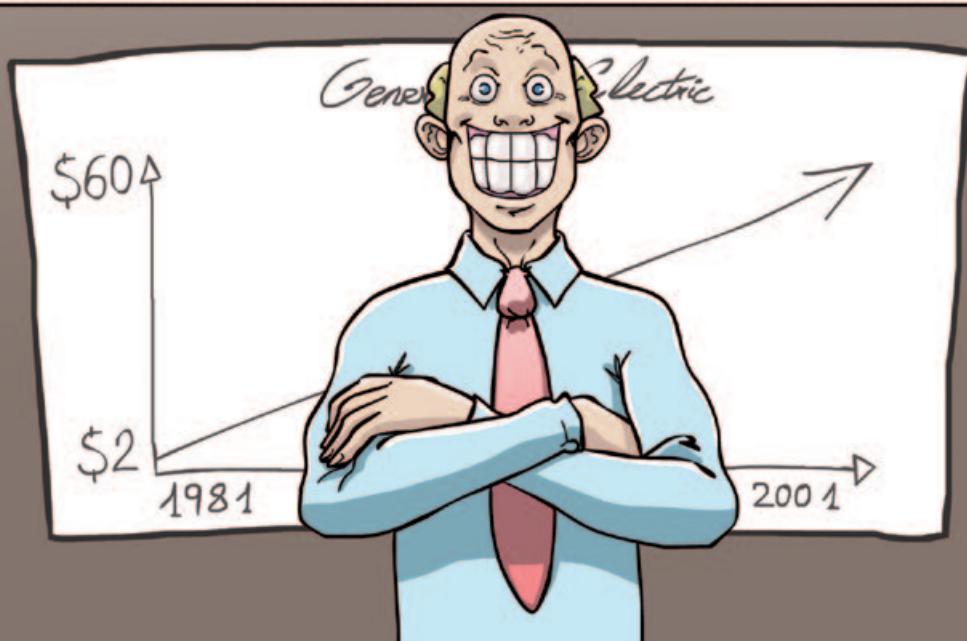


WHEN THOMAS EDISON FOUNDED GENERAL ELECTRIC IN 1878, HE DID NOT THINK THAT THE COMPANY WOULD BECOME SO DIVERSIFIED: FROM LIGHT BULBS TO AIRCRAFT ENGINES.





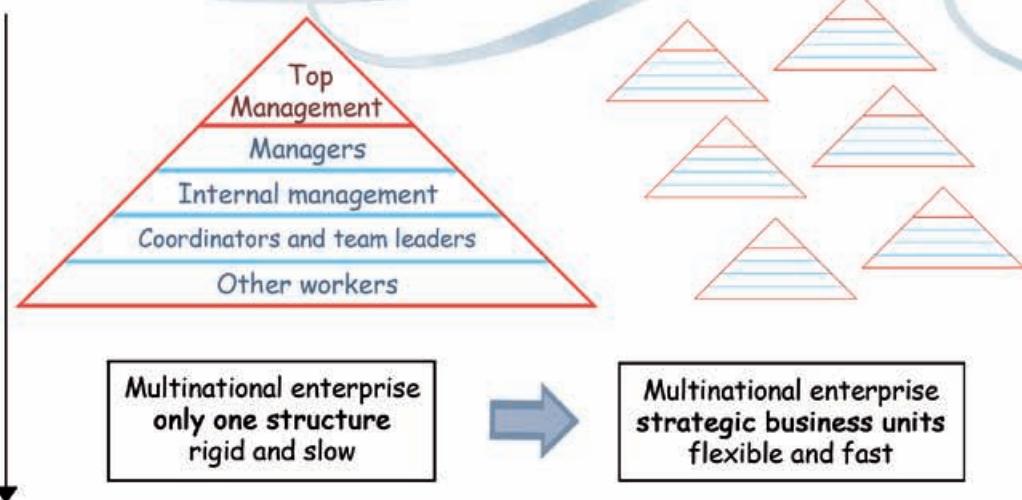
HE MULTIPLIED ITS PROFITS BY 7 AND ITS VALUE BY 30. HE HAD CREATED MORE SHAREHOLDER VALUE THAN ANYONE IN HISTORY. GENERAL ELECTRIC BECAME THE COMPANY WITH MORE VALUE OF THE WORLD AND IN 1999 HE WAS CHOSEN "MANAGER OF THE CENTURY" BY FORTUNE MAGAZINE.





STRATEGIC BUSINESS UNITS

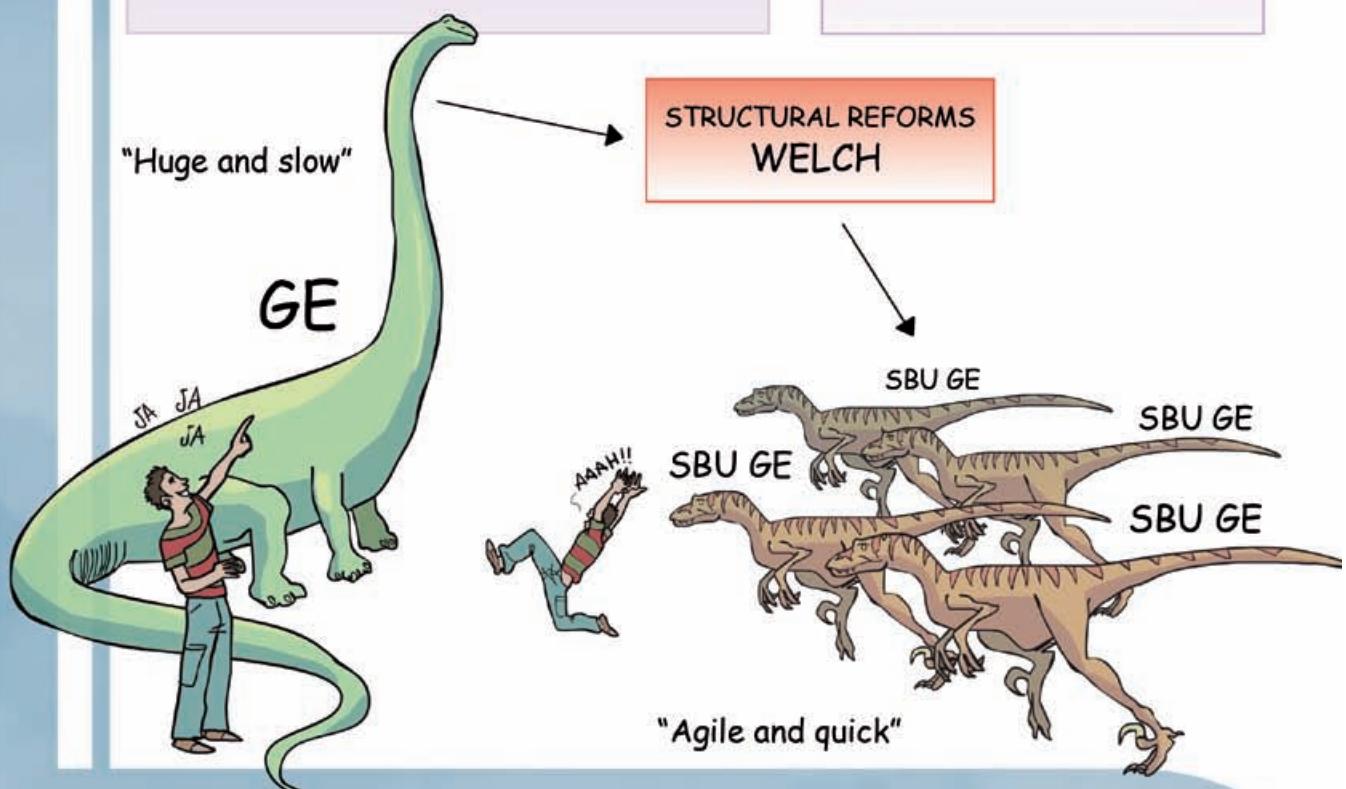
In the 70s, General Electric achieved more flexibility by creating strategic business units.



Finding greatness... in the small things.

The entry in the market of medium-sized firms which are agile and dynamic, creates a need to provide the huge bureaucratic multinational structures with the ability to respond quickly to unexpected changes

"The Strategic business unit (SBU) is a unit of the company that has a separate mission and objectives and that can be planned independently from other company businesses." Kotler





SIX SIGMA

In 1996, Jack Welch began his revolution Six sigma.

Objective

Total quality!

- ▲ Quality
- ▼ Costs
- ▲ Profits

Initiated by Motorola in 1982.



The customer is asked to define the value he wants.

It is a perspective from the outside in.

← Inspiration in Drucker.



General Electric adapts the whole process of manufacture, sales and distribution to the wishes of customers.

→ He saved 12,000 million dollars in five years with its application.

6σ

"Quality does not cost Money."
Crosby

Sigma	Defects per million units
6	3,4
5	233
4	6,210
3	66,807
2	308,537
1	690,000

Statistical term that measures how a given process (the manufacture of a product or a service delivery) deviates from the perfection sought.



"EVEN IF I KNEW THAT TOMORROW THE WORLD WOULD GO TO PIECES,
I WOULD STILL PLANT MY APPLE TREE."

MARTIN LUTHER KING, JR. (1929-1968)

SHELL, ONE OF THE LARGEST COMPANIES
IN THE WORLD, WILL ALWAYS REMEMBER
HOW IT LOST AN IMPORTANT BATTLE IN
THE NORTH SEA.



SHELL WAS CONSIDERING TWO WAYS OF REMOVING THE BRENT SPAR OIL PLATFORM: DISMANTLE IT ON LAND OR SINK IT ON
THE HIGH SEAS.

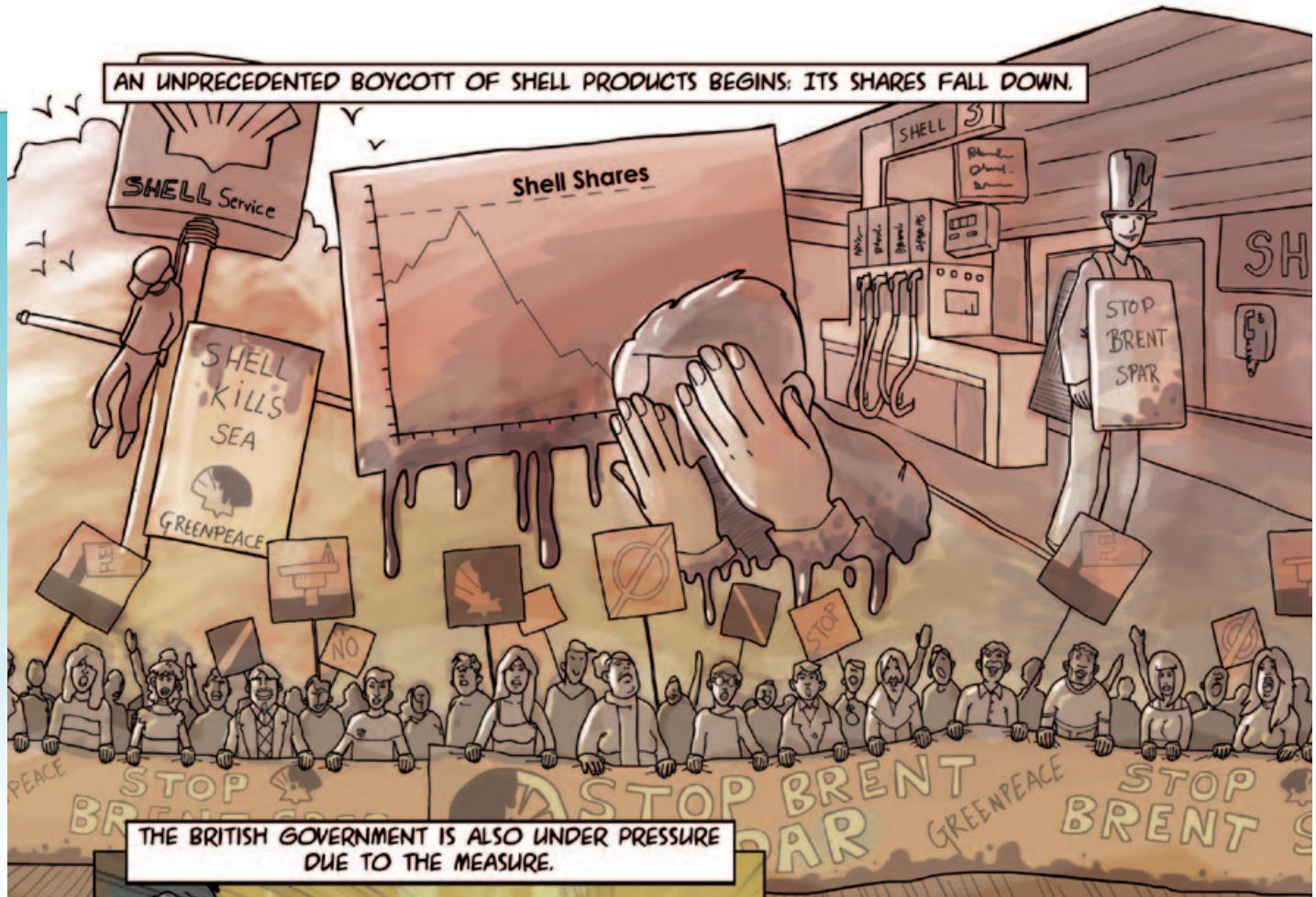
BUT GREENPEACE IS OPPOSED TO
THE SINKING AND DECIDES TO
OCCUPY THE PLATFORM.



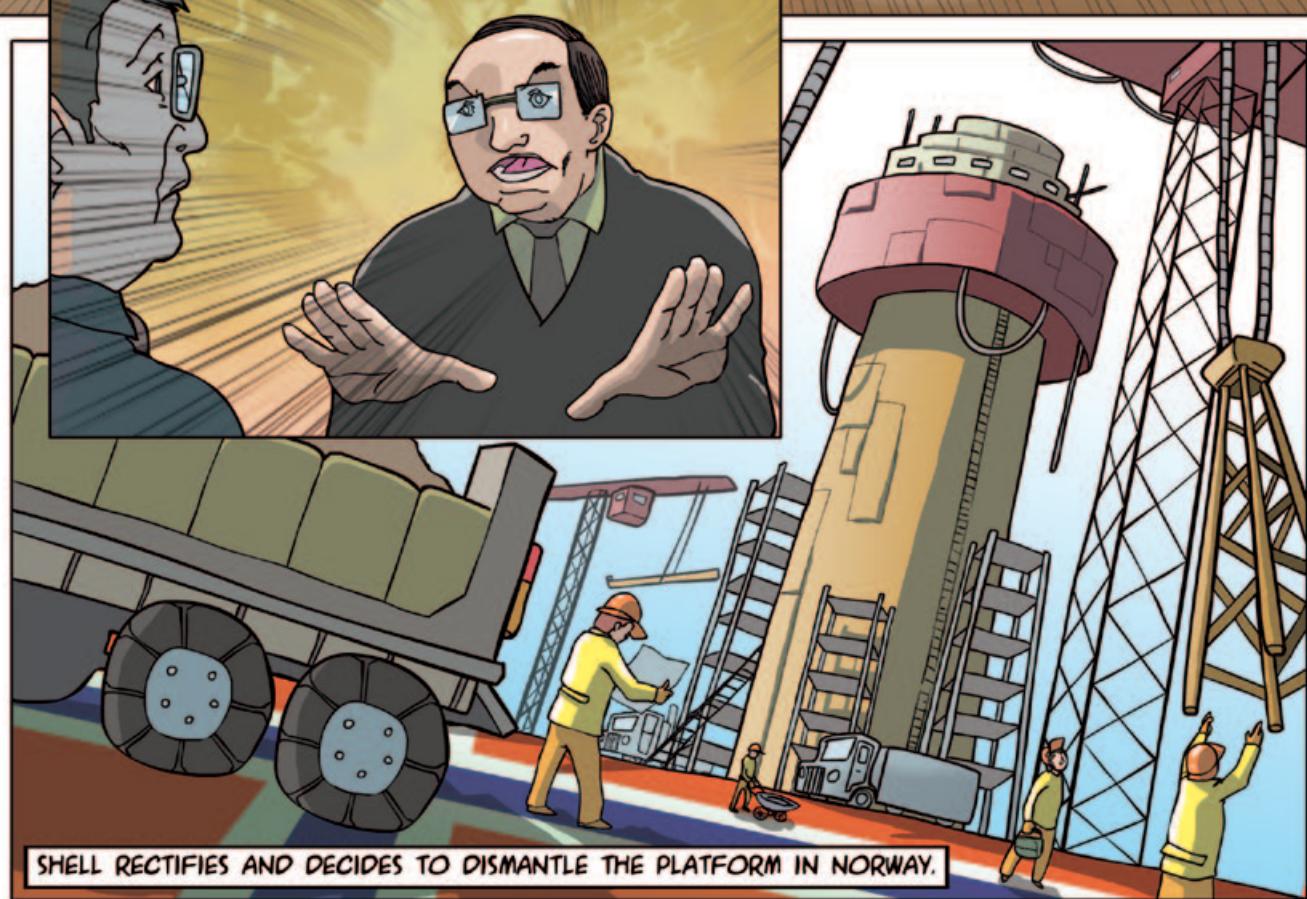
AFTER CARRYING OUT 30 ENVIRONMENTAL IMPACT STUDIES,
THEY DECIDED TO SINK IT, ONCE THEY HAD OBTAINED
THE LEGAL PERMISSION OF THE BRITISH GOVERNMENT.

SINK

Technically simple	DISMANTLE
+ Explosion risks	Technically difficult
+ Moderate pollution	Risk for workers and environment
=	=
Cost: 18 million pounds	Cost: 50 million pounds

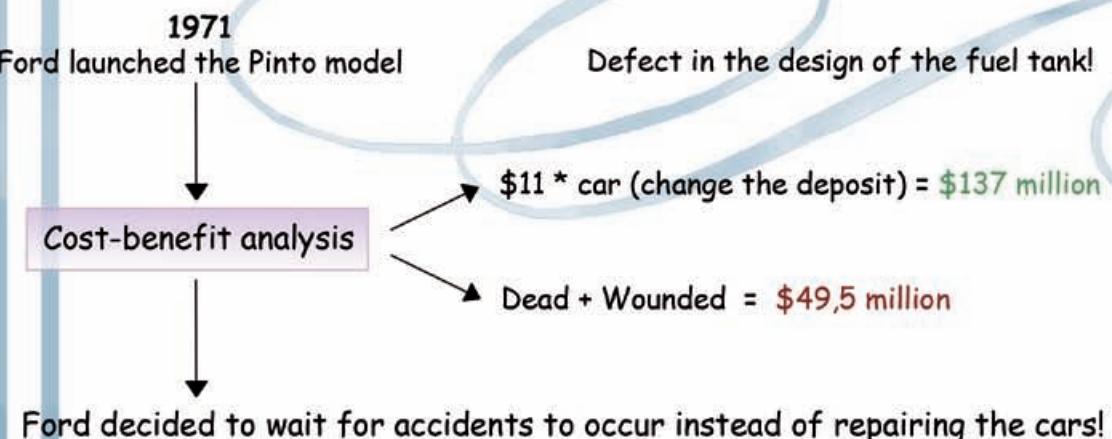


THE BRITISH GOVERNMENT IS ALSO UNDER PRESSURE
DUE TO THE MEASURE.

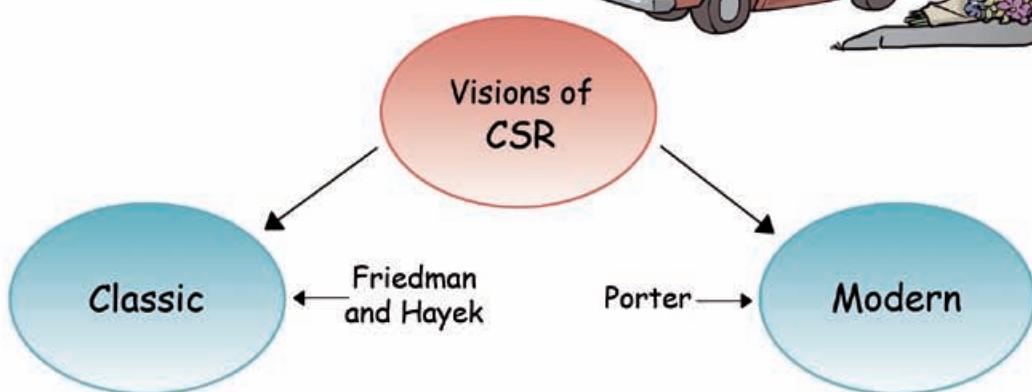




CORPORATE SOCIAL RESPONSIBILITY



The calculation even included the flowers sent to the funerals



The only responsibility of the enterprise is to the shareholders.

"Business is business"

Search for efficiency

Respect for the law



If the company improves its environment.

Its businesses will improve.



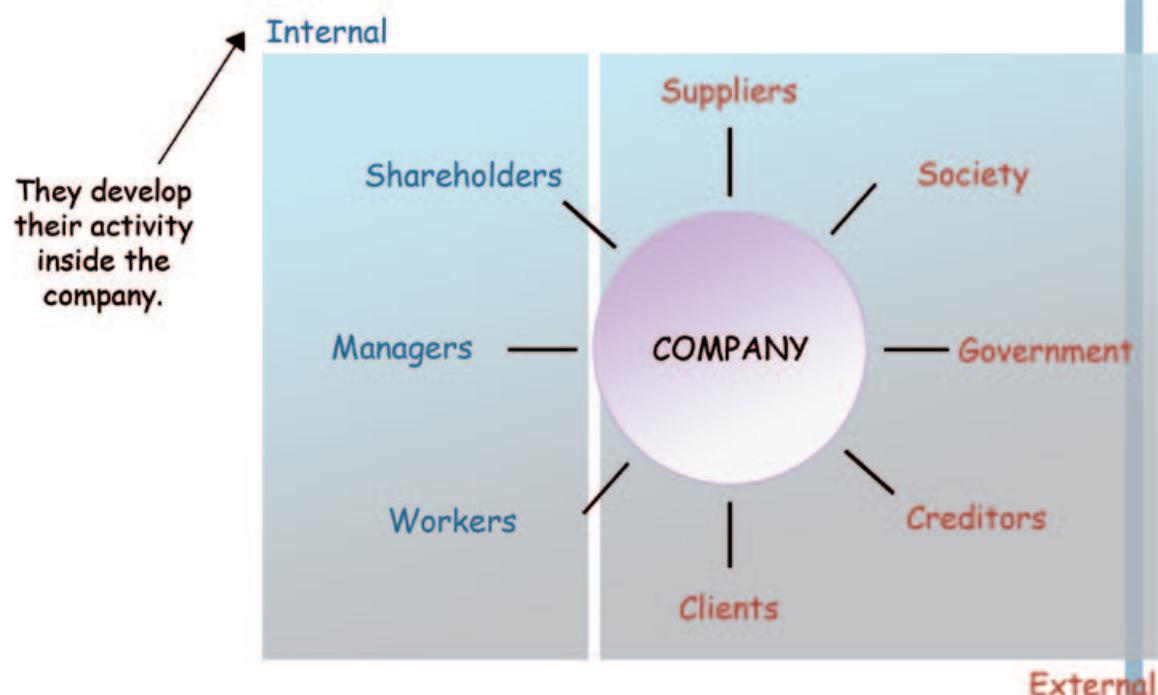


INTEREST GROUPS OF THE COMPANY OR STAKEHOLDERS

The company should be managed in benefit of all the groups and individuals that interact with it (interest groups or stakeholders).

Freeman (1984)

The stakeholders



Stakeholder: any group that can influence the objectives of the company or be affected by it.



CORPORATE
SOCIAL
RESPONSABILITY

Voluntary

LAW

Compulsory

CSR= SOCIETY + ENVIRONMENT

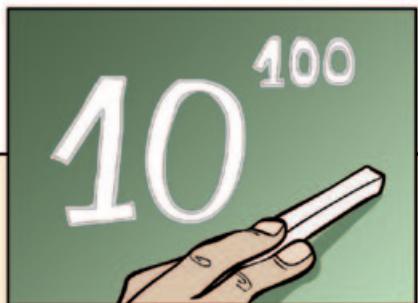
"Brent Spar" set a precedent in the consideration of corporate social responsibility.



"KNOWLEDGE IS POWER"
FRANCIS BACON (1521-1626)



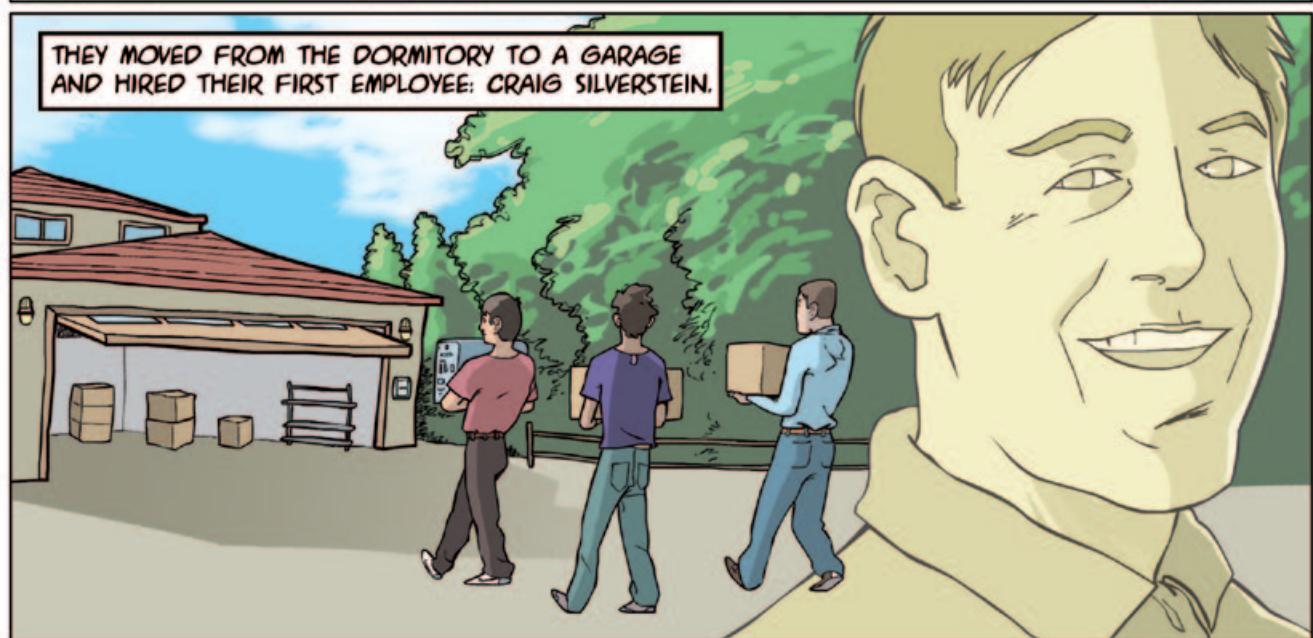
STANFORD 1998, TWO YOUNG BOYS AND A MISSION: TO ORGANIZE THE INFORMATION AND MAKE IT ACCESSIBLE AND USEFUL.



THEY CHOSE THE NAME GOOGLE, BECAUSE OF "GOOGOL", INVENTED IN 1938 BY A NINE YEAR OLD BOY TO DESCRIBE A VERY LARGE NUMBER.

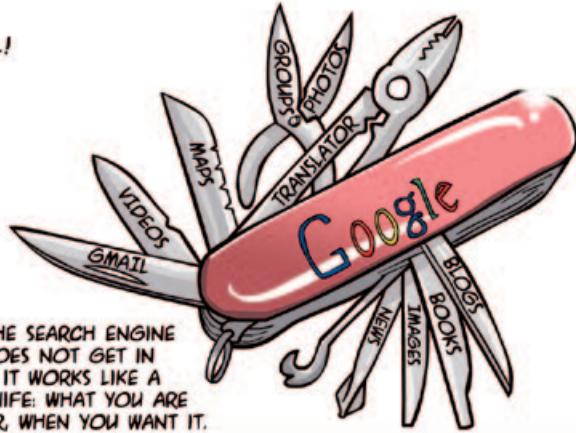
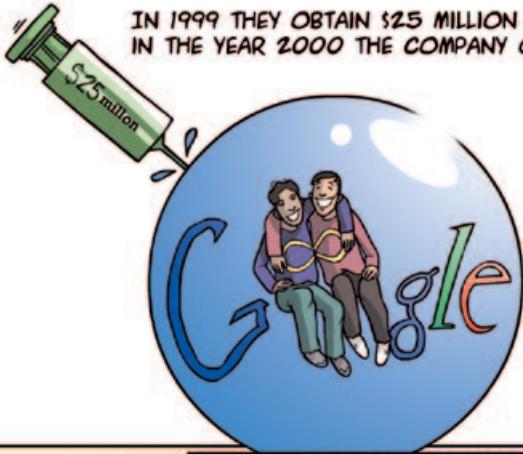


THEY MOVED FROM THE DORMITORY TO A GARAGE AND HIRED THEIR FIRST EMPLOYEE: CRAIG SILVERSTEIN.





IN 1999 THEY OBTAIN \$25 MILLION TO GROW,
IN THE YEAR 2000 THE COMPANY GOES GLOBAL!



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CCSU Economic Courses
11 Nov 2010 ... Examination of selected topics in economics which are not otherwise offered as part of the department's regular courses. ...
www.ecot.ccsu.edu/EconCourses.htm | Cached | Similar

Basic Economic Development Course | Texas Economic Development Council
The BECD is a training course of the fundamental concepts, tools and skills needed to be

SPONSORED RESULTS

ORGANIC RESULTS

THEIR BUSINESS MODEL IS BASED ON FREEDOM, NO PREVIOUS CENSORSHIP AND DEMOCRATIZATION OF THE NETWORK.

**THEIR SUCCESS IS BASED ON HUMAN RESOURCES: GENIUSES THAT
ARE IN LOVE WITH MATHEMATICS IN A WORKING ENVIRONMENT
THAT ENCOURAGES CREATIVITY.**

**TO FAVOR INNOVATION AND COMMUNICATION
FLOW, WORK TEAMS DO NOT EXCEED SIX
PERSONS: THE TWO PIZZA RULE!**

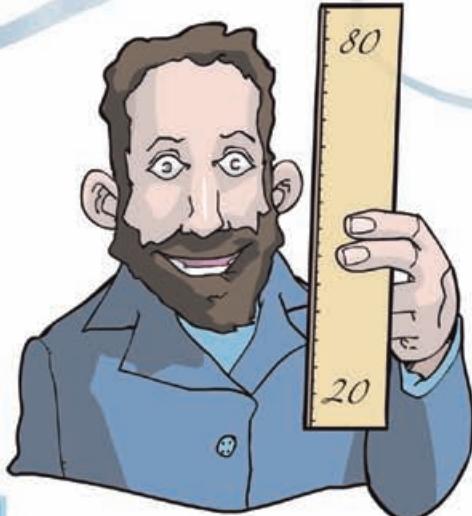
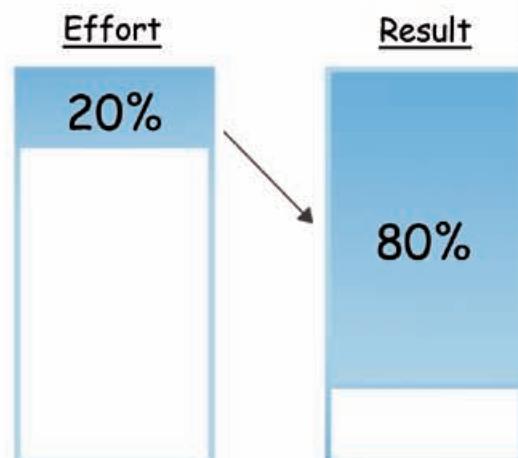


THE PARETO PRINCIPLE

In 1906 Wilfredo Pareto → **80-20 Rule**
noticed that:

- 20% of the most fertile land produced 80% of the total.
- 20% of the people of his country owned 80% of the wealth.

Preference to the 20% that matters and that produces 80% of the results.



"The vital few and the trivial many"

Quality → Joseph Juran (1951) established that 20% of the defects caused 80% of problems.

Applications

20% of customers produce 80% of profits

→ Sales

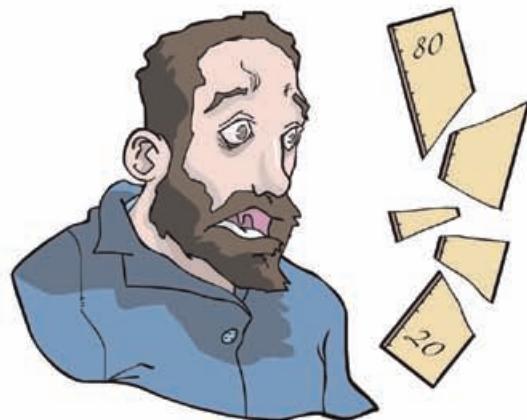
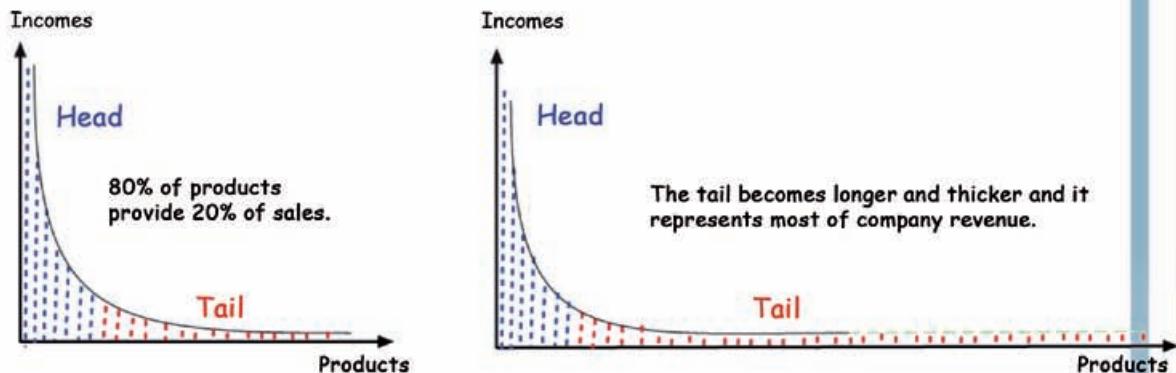
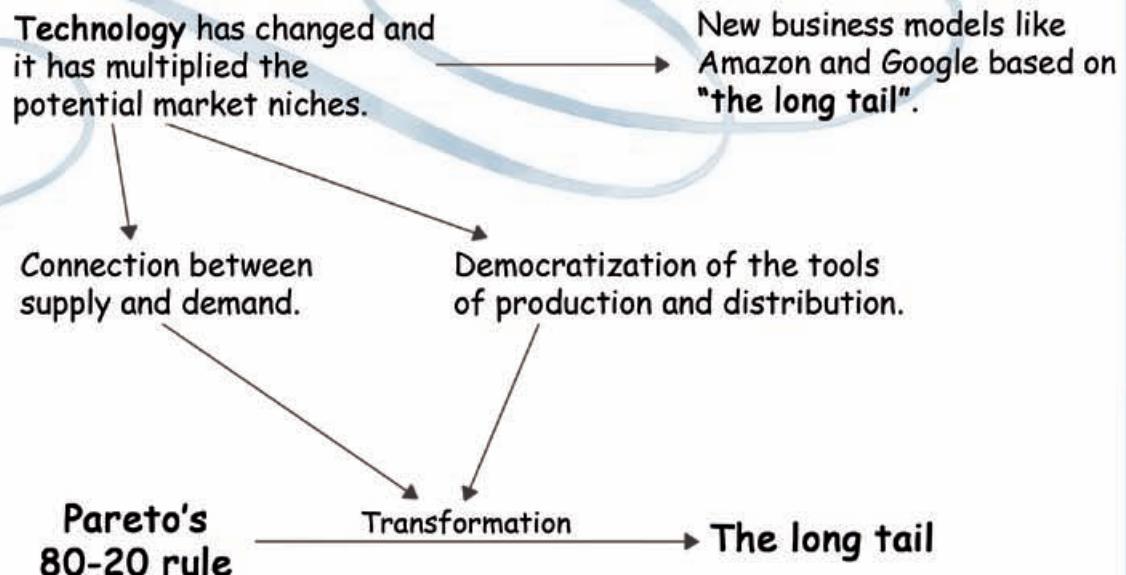
20% of sellers produce 80% of sales

Human Resources

20% of staff cause 80% of problems



THE LONG TAIL



Chris Anderson (2004) described certain business models such as Amazon.com or Google's advertising, in which most of the revenue does not come from the sale of a few important products, but from the sale of millions of other less relevant products.

Characteristics of the long tail

- 1- In almost every market there are more niche goods than successful products.
- 2- The costs of access to these niches are going down significantly.
- 3- Recommendations may act as filters to guide the demand towards the long tail.
- 4- The demand curve flattens, there are still bestsellers, but they are increasingly unpopular.
- 5- Though no niche sells a lot, the sum of all exceeds the successes.

HENRY FAYOL
(1841-1925)

FREDERICK TAYLOR
(1856-1915)

HENRY FORD
(1863-1947)

ALFRED SLOAN
(1875-1966)

ELTON MAYO
(1880-1949)

EDWARDS DEMING
(1900-1995)



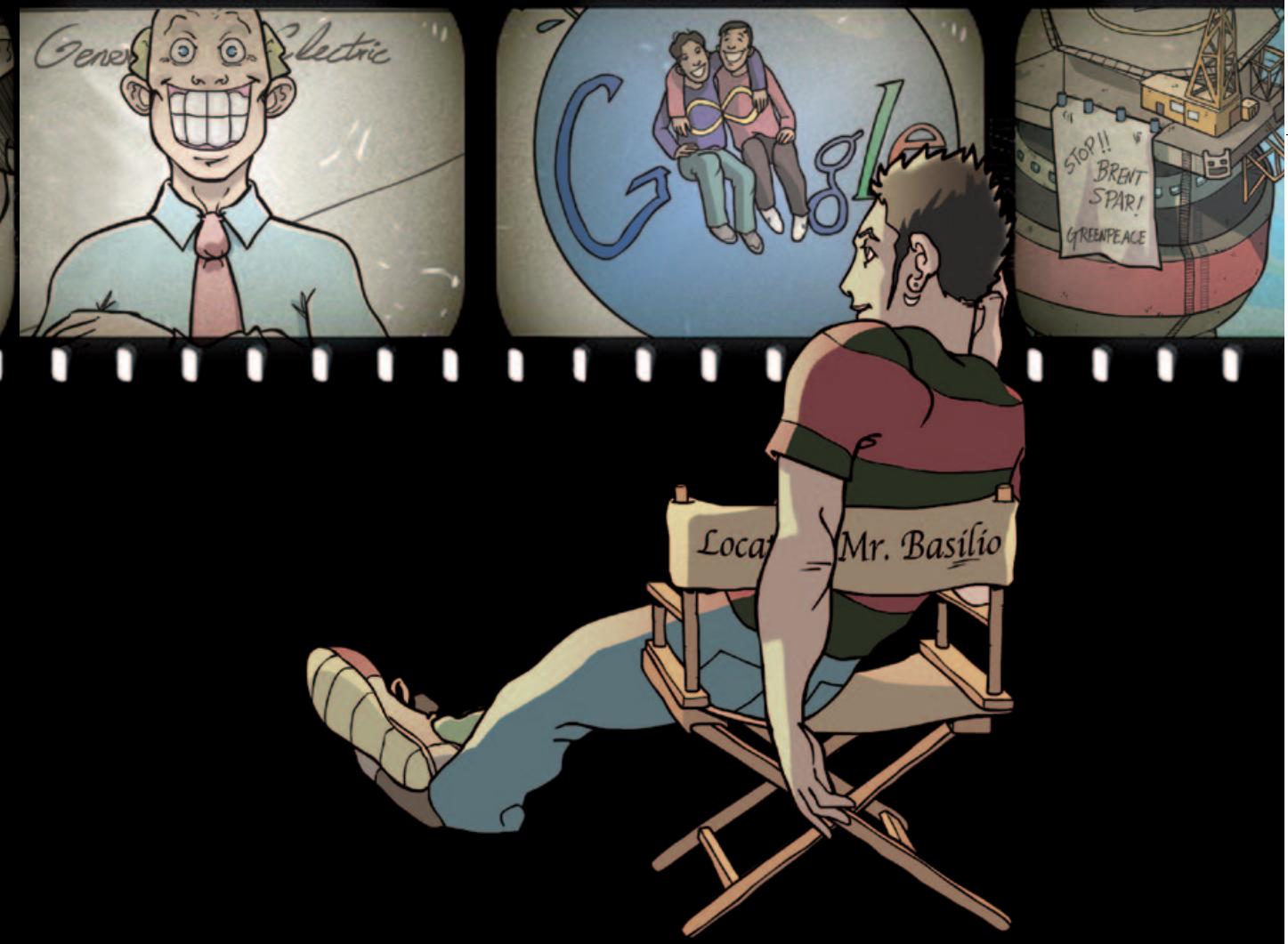
PETER DRUCKER
(1909-2005)

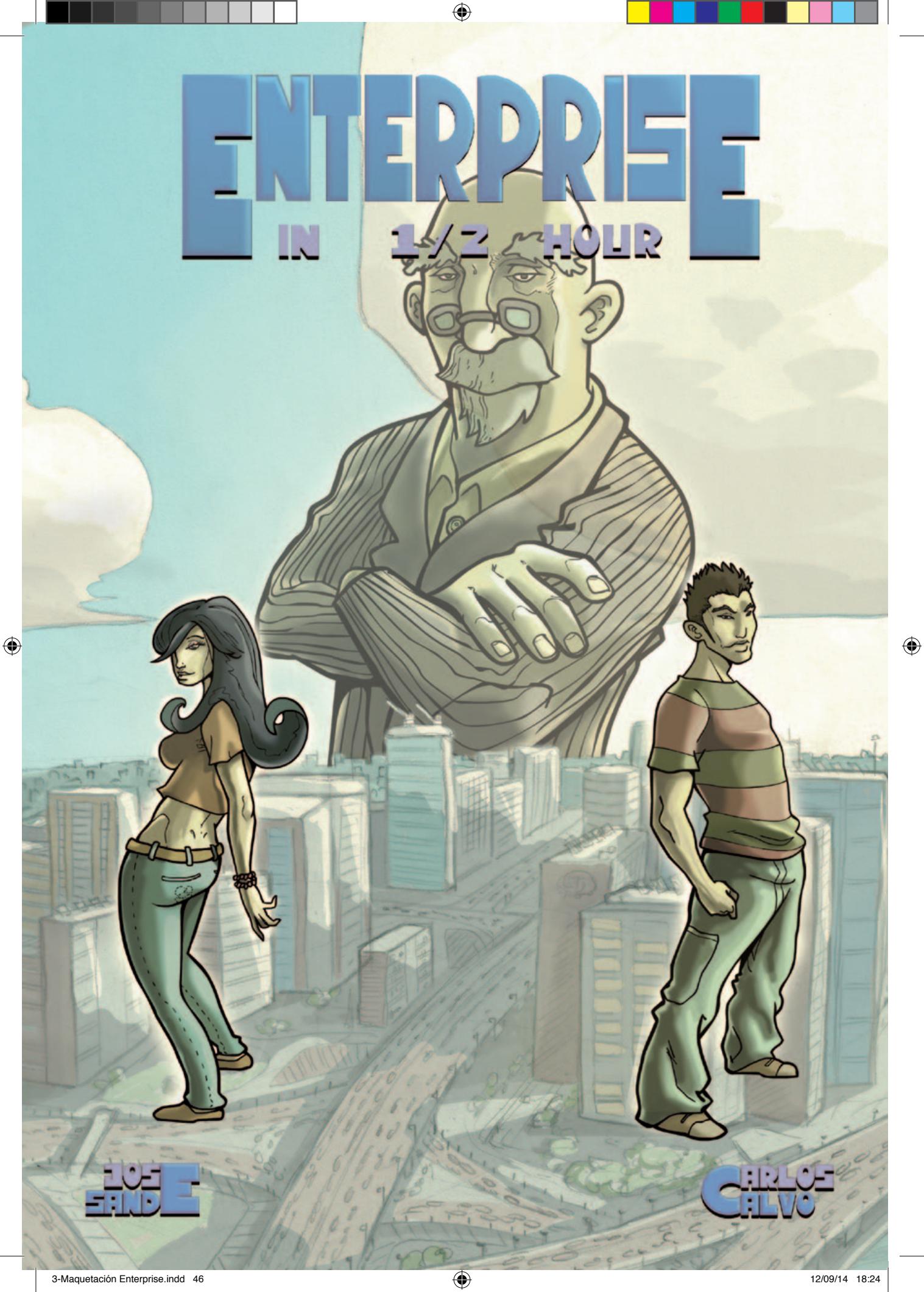
JACK WELCH
(1935-)

MICHAEL PORTER
(1947-)

MICHAEL DELL
(1965-)

LARRY PAGE Y
SERGEY BRIN (1973-)





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Juan Carlos Calvo Lamillar

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