

# GBM Insiders

SUMMER 2009

## GBM-Mid-Atlantic Region Is Going Strong

By BOB MOORE, REGIONAL MANAGER



Greetings from the newly formed Mid-Atlantic Region! A great deal of activity has been going on since our last newsletter. We have instituted a new Marketing initiative with a pipeline reporting system to standardize and streamline our marketing reports and enable each GM to track where they are with each prospective new client. We have also extended our "Green" initiative and completed our first completely green start-up with a major client company in Greensboro. We are now in the process of completing site audits for all of our existing clients in the Raleigh/Durham/Greensboro market to establish benchmarks for our property management partners to take further steps toward greening their buildings. This is truly the future of our business and we are well on our way to leading the pack in the Mid-Atlantic with "cost neutral" green cleaning.



*Fairfax Corners Complex: Who said QAs can't sell accounts? Congratulations to Mike Sheid on the acquisition and his promotion to General Manager of GBM's D.C. Branch!*

We have had a number of new start-ups, and congratulations go out to **Mike Scheid** and **Bruce Jones** for their marketing efforts and new business attained. Great job guys! Thank you as well to **Eric Morton** for his efforts with

clients and the entire team for their tireless efforts during our summer cleaning projects.

Mike will be starting a five story Class A building in Fairfax, VA. The client has hopes of putting this building up for The

*See Mid-Atlantic Going Strong, page 2*

## Much Accomplished by GBM in the First Half of 2009

By DONOVAN WOLF, PRESIDENT



As you may remember, the title of my article in the Spring edition of GBM Insiders asked the question "Where did the day go?" Now I find myself asking the same question about the first half of 2009. While the last six months have definitely flown by, they have certainly not escaped us without leaving behind great success, achievements, and exciting developments, throughout our organization. Although there are too many to mention in the space of this article, I would like to call special attention or commendation to the

following:

- Under the leadership of **Bob Veasey, Mike Llamas, Joe Ralabate** and their **exceptional staff** of Quality Assurance Managers, GBM's Orlando market continues to flourish and has added several new and exciting opportunities to GBM's business portfolio. The stars are the limit for our Orlando team and we will continue to reach for those stars through the continued strong partnership with our clients and our commitment toward meeting their goals and objectives.

*See Much Accomplished, page 2*

## Much Accomplished

*continued from page 1*

- **Dave Harper** and **Connie Kim** continue to provide the perfect example of striving for "Zero Defects" service on a nightly basis. Through their attention to the needs of GBM's customers and the associated confidence that our clients can always rely on them to get the job done, the Jacksonville Branch has gained several new accounts and is properly positioned for future opportunities.
- Since his arrival at GBM in April 2008, **Robert (Bobby) Moore** has proven to be an invaluable addition to GBM's management team. As an understudy to Gene Walton, Bobby quickly soaked up Gene's vast knowledge of the industry and upon Gene's retirement, successfully transitioned into the role of General Manager for GBM's Raleigh/Durham Branch. As the old saying goes, "You can't keep a good man down," and this is certainly the case with Bobby! In April of this year, he accepted the challenge of a new role within GBM, and is directing all marketing and operational aspects of GBM's Mid-Atlantic Region. While just a short amount of time has passed, there is little doubt that the region is in good hands and GBM will continue to achieve new levels of success under Bobby's leadership.
- With the progress and advancement of one team member comes the challenge of filling that potential void. In June, 2008, **Bruce Jones** joined GBM as a Quality Assurance Manager within our Raleigh/Durham Branch and quickly exhibited his value towards delivering client satisfaction and maintaining the client confidence that had been developed by his predecessors. As a result of Bruce's efforts and commitment to GBM's objectives, it was very clear that he was ready to assume the role of General Manager and I'm happy to say that the potential void never materialized.
- Under the leadership of **Terry Collins** and **Tom Botts**, GBM's Atlanta Branch has been awarded seven primary and/or secondary education facilities for the upcoming school year. This is an exciting opportunity to expand upon our current educational facility services and we are proud to play a key role in presenting a safe and healthy work environment for our children.

Of course, **none** of GBM's success would be possible without the tremendous effort and attention to detail that is displayed on a nightly basis by our tireless staff of cleaning personnel. Thank you! Thank you! Thank you! You are the greatest cleaning staff in the world and you are what makes GBM special!

Last, and certainly not least, I would like to express a special note of thanks to our Corporate Office Team. While they are not in the spotlight of the front-lines, they are certainly in my spotlight and their tremendous efforts go a long way towards making the rest of us look very good!

Thank you to all of my GBM teammates and here's to a great second half of 2009, filled with many more opportunities that I have no doubt we will take advantage of!

## Mid-Atlantic Going Strong

*continued from page 1*

Office Building of the Year (TOBY) award in 2010 and we are very excited about having been chosen as their partner in this endeavor. I am positive Mike and the staff will do everything they possibly can to win the prestigious award.

**Bruce Jones** and his team in the Raleigh/Durham/Greensboro market successfully started an approximately 300,000 sq. ft. portfolio of buildings for a national property management company in Greensboro. The entire team, including Bruce, **Jo Donner** and site supervisor **Sung Kwak**, are to be commended for all of the due diligence they performed leading up to this start-up. We met with our supplier partner on-site to ensure proper supplies were on hand as well as to perform site audits. We are also completely green with our products and practices here as well. We performed walk-throughs with the property managers to ensure that we had all tenant issues on the table before moving in. This was truly a team effort and the results are obvious.

We are also proud to announce that GBM will be handling all of the "soft serve" maintenance for two P&G plants in Greensboro! We have been cleaning these facilities since 2005 and we recognized a need for on-site maintenance for the facilities last summer. We developed a plan and put together a proposal to establish an entire maintenance staff. We were notified in early June that we will be taking over the facility maintenance as of July 6 and landscaping will come into the GBM fold in September. This is a very exciting venture for GBM and we are truly thankful to P&G for the confidence they have shown in us.

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# Making Smart Choices to Survive in Tough Times

Recession time is even more challenging for everyone in the janitorial services industry. The cost of providing quality services continues to rise while the billing rate remains at 1985 levels. In the middle '80s, the price of a Cadillac was about \$15,000. Now it is \$35,000. The janitorial service industry has no choice but to cut costs in order to survive and grow. The following tips have been adapted from an article by **Scott Gerner** of Logoinn.net, which gives some advice for us to practice.

## How to survive in Recession

Economic recession is a depressing truth in the economic process and can be a constant threat to all businesses. Large businesses initially affected by economic recession have started to cut their expenses. As a result, small businesses in this situation can find new opportunities to grow. While many businesses are struggling or shutting down, some businesses have found opportunities. Hence, you can also do well if you go along with the right business strategy.

### 1. Don't think recession is bad

While news of a recession can cause panic, in reality, small businesses are the last in the line to be affected by the bad situation. The positive side of an economic slump is that it creates new business opportunities. But to remain productive and competitive, one must stay positive and calm even in the dreadful situation. Your positive attitude will let you to stay focused and keep your customers coming back to you.

### 2. Get rid of the fear of failure and take action

Fear of failure will make you fail. Instead, you should take bold steps to survive in harsh times: cut your expenses, re-organize processes and find new ways to improve customer loyalty. You have to be efficient and quick in decision making to recession proof your business. In these times, people don't necessarily stop buying products, but they may limit their spending to their needs only.

### 3. Keep your eyes open

Small businesses have much more flexibility and capability, and they respond quickly to changes in marketplace. A small business has a greater potential to grow in recession, but a business owner must remain alert and ready to take advantage of the opportunities that arise in the market before a competitor does.

### 4. Add unique value to your product or service

During recession, people cut their expenses and avoid buying luxury items. Instead, they buy only what they need. As a result, small businesses need to reshape their products and services according to the needs of customers. Creating value not only provides a difference in your product or service, but it also gives you an edge over your competition.

### 5. Promise and deliver value

After distinguishing your product or service from the others, it's time to deliver what you have promised. You need to retain your loyal customers. It's your responsibility to make them to continue purchasing from you without looking at your competitor. Show your appreciation for their business during tough times. Reward them with special discounts, loyalty cards, or gift certificates, if possible.

### 6. Develop a low budget but effective marketing plan

Marketing is important regardless of whether or not we're in a recession. One of the most powerful marketing tools during a recession is word-of-mouth recommendations, which are often the most trusted form of marketing. When your products have a unique value, your customers will spread your credibility by referring others to you.

### 7. Cut the right cost and spend wisely

Cutting costs during a recession is unavoidable. But cutting the right cost is the key to success during downturn. You should assess your main areas of expenditure

like equipment, staff costs, facilities and supplies and cut those which can increase savings without affecting the business process. Look for new suppliers who can provide the same quality for relatively low prices. Keep check on your overall, top-to-bottom money flow.

Finally, in summing up of all the discussion, remember that a recession is a temporary situation that is unavoidable. Practicing the right business plan will allow you to operate successfully during recession and let you to grow even more when it is over.

To see the full text of this article, visit: <http://www.docstoc.com/docs/6849333/How-to-Survive-Recession-for-Small-Buiness>

## Letter from a Client

To GBM,

I type this letter today with a feeling of joy and satisfaction for the great results we have received from GBM. Since March 3, 2005, your techs and managers have conducted themselves very professionally and have strived to make our facility a cleaner place to work. Now that we've seen how broad your resources can be, we are looking forward to the journey of facilities maintenance across both of our Greensboro plants, not just in the janitorial business. With the start up coming soon after the first of July, your people will begin handling several new tasks from door repairs and plumbing all the way to landscape and lawn care and we are excited about this venture. I look for the relationship between our two companies to grow leaps and bounds in the near future. Thanks again for your continuous support!

*Justin French*  
P&G Facilities Maintenance Director

# First GBM Expo a Huge Success

By WILLIAM CHOI, VICE PRESIDENT, OPERATIONS



GBM recently had its first GBM Expo in Orlando, Florida. This was an opportunity for all of GBM's strategic partners to introduce their new products to our customers, managers and supervisors. In the current economic condition, many of our customers have severe travel restrictions, limiting their ability attend tradeshow. Thus, GBM, along with our strategic partners, decided to have a mini tradeshow for our customers. I believe that it was very informative and beneficial to everyone who attended this event. We have received several requests for us to conduct the LEED Audit to make our recommendation for various conversions to become as Green as possible. New technologies, products and ideas shared in this event were consistent with GBM's Green Cleaning and Sustainability Program (GCSP). I'd like to share some of special products introduced in this event by the following partners:

**Spartan Chemical Company** – Spartan showcased many products that GBM already uses in all of our Green Seal Certified and environmentally friendly accounts. The objectives are to use high performance chemicals that are low on environmental impact and safe for our tenants and our cleaners. Some of the products introduced were Clean By Peroxy, Green Solutions Products, and Bio-based Chemicals derived from corn, soy, and other agricultural products. Spartan also introduced its chemical dispensing systems as well as Green

strippers and floor finishes. GBM has recently stripped a large area of concrete sealers with Green strippers. It proved that Green strippers performed better than some of conventional strippers.

**Georgia-Pacific** – We have seen many of our customers converting to EnMotion Dispensers and Coreless Toilet Tissues manufactured by G-P. The conversions enable all of us to not only save on monthly costs for paper products, but also substantially reduce waste. To demonstrate the quantitative savings, G-P has many interesting calculators.

**NSS** – NSS's Eco-Strip Pad, which was introduced in the Spring 2009 edition of GBM Newsletter, is a very innovative concept that allows users to strip VCT floors without the use of strippers. GBM has implemented the use of Eco-Strip Pads in some of our key accounts to evaluate the effectiveness and cost savings. The results have been very promising so far. In addition, NSS introduced their battery operated Back-Pack Vacuum that is ideal for call-centers where we need to minimize the noise level, and stairwells and elevators where the access for power outlets is limited. GBM is effectively utilizing this back-pack vacuum in several accounts.

**Unger** – As our customers are well aware, GBM is in the process of converting to a microfiber mopping system with color coordination to eliminate potential cross contamination. Unger's dual bucket, which

separates the clean solution, has been an important part of GBM's GCSP. Also, Unger introduced a new 50-foot exterior window cleaning system along with many different restroom cleaning and dusting products.

**Technical Concept (T/C)** – Technical Concept has been the industry leader in automatic flush systems, automatic faucets, automatic soap dispensers and air fresheners. One of the most interesting products at this Expo was air fresheners that do not require batteries. Each unit has a self-propelled mechanism that can last 60 – 90 days. GBM has been converting to this product in all of our regions. Technical Concept also provided valuable information to those who are interested in converting their restrooms to automatic flushes.

GBM would like to extend our special appreciation to JanPak, who made this event possible. JanPak has been our very important strategic partner in our pursuit of the best Green Cleaning Program and our contribution in the LEED certification process. Also, we have many other strategic partners who were not able to participate in this Expo. Based on the success of this event, GBM plans to have this type of Expo in different regions throughout 2009. The next two are scheduled for Raleigh/Durham and Richmond in July. GBM will select different strategic partners in different regions to maximize the benefits these partners can bring to our customers.



## ***New account with new technology: We are champions of Green Cleaning!***

*GBM is utilizing microfiber cleaning tools and products in this new account, such as the RBM Pulse mopping system, as well as backpack vacuums with HEPA technology.*

**Orlando**

**Joe L. Ralabate** – *General Manager*

I am happy to report that GBM in Orlando has experienced excellent growth in the past year. I believe a large part of our success, especially in retention, has been in the teamwork between the GBM team, the property managers and their tenants. We are out there every day to find problems before our clients do. Between the effort of myself and our Quality Assurance managers, we constantly check the quality of cleaning service we provide. We always leave our ears open for close communication with property managers and their building tenants, which has circumvented potential problems. In working with our cleaning task team members, the QA's and I are building up a strong working relationship so that site visits are not just routine, but have meaningful results. One thing I learned throughout my life is to put "heart" in anything you do if you want to see positive results or be successful in your venture. That same attitude filters in our work at GBM. By working together, this "heart" feeling is being generated so that all involved who care for the buildings in GBM Orlando will benefit – from the property manager to the night project cleaners. With the right attitude we will continue to go the extra mile in our branch. This has built up good relationships with everyone in our working circle, and has contributed to good retention of our GBM accounts. This is one area that has impressed me about our branch in sunny Orlando, and I wanted to share this with all my fellow workers.

**Florida State**

**Bob Veasey, Regional Manager**, *General Manager*



The GBM Florida Region continued to grow during the first six months of 2009. We got off to a very good start with the addition in January of Liberty Property Trust accounts, Avalon Park Group and Lighthouse Central. Building on the momentum from January, we continued to increase our customer base with the addition of Highwoods Properties and numerous locations for Lincoln Property Company in Coral Gables and Miami.

With six months remaining in the year and the probability of obtaining additional business in the near future, we are confident that by continuing to provide high quality service and retaining our present customers, once again, 2009 will be a very successful year for GBM in the Florida Region.

I would like to thank everyone in the Corporate Office and the Florida Region for their hard work, dedication and efforts in helping GBM achieve a 100% retention rate in the first six months of 2009. This has been a very rewarding team effort.

**EMPLOYEE PROFILE**

**Featured Employee: Betty Robinson, Accounts Payable**



Betty Robinson is the chief bill payer at GBM.

Her official title is Accounts Payable, which means she is responsible for paying all the invoices

that come into the company – anything from the phone bills to the vendors who supply the cleaning products. She estimates she cuts hundreds of checks a week.

But Betty's job is not as simple as processing a check. She has a long list of duties including coding accounts payable invoices and expense reports, processing manual and voided checks into the accounting system on a daily basis, correcting coding into the general ledger, running garnishment checks biweekly, researching information for vendor invoices and calculating month-end sales tax for several states.

"I'm always busy," Betty says. But that's the part she likes about her job. Staying busy allows the day to go by faster. She also enjoys communicating with vendors. "If there is problem with an invoice such as price, too many quantities or an unpaid invoice, I need to get involved," she explains. "Because we have a good relationship, the problem will be resolved quickly."

Betty began her professional career working at the Wal-Mart Distribution Center in the Claims Department in her native Statesboro, Georgia. She moved to Atlanta with her husband in 1997 and transitioned into the same position at Sam's Club. She was advised by a close friend of an opportunity in the Accounting Department at Time Warner. She made the move to the media giant, where she began working

in Accounts Payable. When Time Warner relocated its offices to Denver, Betty had a chance to move, but opted to forgo the colder climate and stay in Atlanta. On July 26, 1999, Betty took a job with GBM. She's been working in AP ever since, and will celebrate her 10th anniversary this summer.

Betty says that since GBM is a small company compared to her previous employers, everybody works together and there is a strong sense of teamwork. "I think it makes everybody's job easier when you have good communication," she says.

In her spare time, Betty enjoys visiting the High Museum of Art, shopping, and helping her husband with home improvement projects. She also loves to travel. Her favorite trip so far has been to Canada to see Niagara Falls. Someday she would like to go to Hawaii.

## Corey Moore Leads the Troops



Corey Moore, son of Bobby Moore, Director of Business Development for the Mid-Atlantic branch, will have great a story to tell when asked "What I did on my summer vacation."

The 20-year-old from Midlothian, Va., is a drum major for the Troopers Drum and Bugle Corps based in Casper, Wyoming. Over a 7-week period this summer, the Troopers will travel nearly 14,000 miles, do 28 shows and go through 26 states. Their ultimate destination is Drum Corps International World Finals in Indianapolis, Indiana, where they will compete for the title of World Champions.

Corey has spent the last two seasons playing the mellophone, a brass instrument that is very similar to the French horn. He was chosen this season to be a drum major, the leader the corps, who is positioned at the head of the group and is responsible for providing commands either verbally or through hand gestures.

Corey, who attends Victoria College in Victoria, Texas, has high hopes for the Championships. "Every year we've been getting better," he says of his 2007 and 2008 seasons. "I expect us to make the finals. That's our goal."



Above, Joseph Matias, of the Orlando branch, celebrates the high school graduation of his daughter. Joseph is shown with his wife Alice, daughter Aleli, and youngest daughter Isabella.

## Golden Trash Can: How to Strip and Wax Floors

We clean many types of hard floors in the facilities we serve: marble, granite, trazzo, wood and others. Most of these floors require stripping, waxing and buffing services regularly. As we provide our services, there are several procedures we must follow. Below are preparation tips for stripping and waxing floors:

### Prepare with Right Tools and Equipment.

Start with a standard equipment checklist. All your stripping and waxing tools and equipment should be kept separate from other cleaning equipment. We suggest keeping tools and chemicals in a heavy duty tote. Keep a laminated checklist of required equipment in the tote so you or your employees can go through the list when preparing for a job to make sure nothing is missing. Nothing is more frustrating than getting to the job site only to find that your putty knife or some other important piece of equipment is missing!

### Think Green

Use green and environmentally safe chemicals. Measure all chemicals according to the manufacturer's instructions. Read the label to make sure chemicals are being diluted properly. Employees who don't follow directions and use the "glug-glug" method of measuring are taking risks with the floor they're working on and as well as with their own safety.

### Use Time Wisely

After mixing chemicals, take all equipment and tools to the area being stripped and

waxed. Running back and forth is a waste of time and productivity, so make sure everything you need is close at hand.

### Think Safety

Set up temporary barriers. Use yellow tape or rope to block off the area. Floors that are being stripped and waxed are slippery so keeping the area blocked off helps to prevent accidents. Wear safety equipment such as gloves, goggles, knee pads and rubber shoe covers.

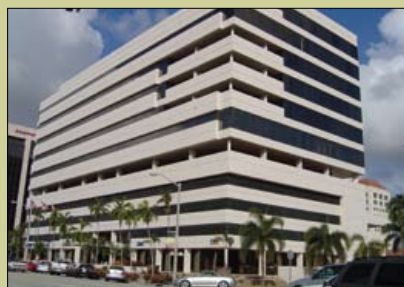
### Clean Up

After the floor has been stripped and you've applied the first coat of finish, you have time between coats to work on cleaning up the equipment. Make sure you train your employees to remain productive while waiting for finish to dry. Each piece of equipment can be cleaned, dried and loaded back into the vehicle. Think Green when you emptying dirty and used water or chemicals.

### Remember

We can make our clients happy and profitable on stripping and waxing services if we properly train crews and spend time wisely.

## New Accounts for "Zero Defects" Services



Above, two properties that GBM started in South Florida for Lincoln Property Co. on June 1st. Left: Waterford Centre (90,000 sq. ft.) in Miami; Right: Gables CitiTower (125,000 sq. ft.) in Coral Gables.

# The Most Effective Way to Clean a Carpet

As we all know, carpets accumulate a lot of dust, dirt and microscopic organisms over a period of time that can be both unhygienic and unhealthy. Further, a dirty carpet not only spoils the aesthetics but may also emit bad odor, spoiling the "feel" of the room. Hence, frequent cleaning of carpets is a necessity. Carpets are typically cleaned 2-6 times a year, depending on how much the carpet is used, whether or not there are pets or children in the house, and if anyone suffers from allergies.

Determining the right carpet cleaning method is important because choosing the wrong one may reduce the life of the carpet. Choose a method that is compatible with the fiber and underlay of the carpet. Most carpets can be cleaned using a hot water extraction method. However if your carpet bleeds dyes then you should opt for dry cleaning. The correct method can be determined by doing a simple fiber burn or chemical test.

Various types of carpet cleaning methods are explained below. All the carpet cleaning methods employ vacuuming in the beginning to remove dust.

**Steam cleaning** - This method is very popular in homes where people have allergies, as it is very effective. In this method hot water mixed with detergent solution is worked into the carpet and then extracted. Some machines use super heated steam, but most machines use hot water. Steam cleaning machines are available at a reasonable price for residential use.

**Dry cleaning** - If you do not want to wait for the carpet to dry or are

worried about color bleeding, then you can opt for a dry cleaning method. In this, a powder with an affinity to dirt is spread over the carpet and is worked into the carpet. The powder sticks to the dirt in the carpet. The carpet is then vacuumed to remove the powder and the dirt.

**Shampooing** - Detergents are applied to the carpet and a carpet cleaning machine agitates the carpet. The detergent is then extracted by vacuuming from the carpet. Deodorizers and brighteners are employed to make your carpet look and smell as fresh as can be. This is the least effective of the methods as it still leaves dirt and microbes in the carpet.

**Foaming** - This method is a hybrid of dry cleaning and shampooing. The idea is to use as little water as possible so that the carpet can dry quickly. A foam detergent is used that has affinity towards dirt. This foam is worked into the fibers of the carpet and then extracted along with the dirt.

**Bonnet carpet cleaning** - This is mostly used in commercial and industrial carpet cleaning. In this method a detergent is applied to the carpet and a rotary carpet cleaning machine with absorbent pads is used to extract the dirt from the carpet. Cleaning this way restores the look of the carpet, but does not provide a deep cleaning.

*Adapted from an article by Louise Wasa (<http://ezinearticles.com/?What-Is-Carpet-Cleaning&id=32587>)*

## Daily Health Lessons

Looking for ways to get healthier? Try these tips from [www.healthylessons.com](http://www.healthylessons.com):

- One small apple has the same number of calories as one Oreo cookie (55). Replace 3 cookies a day with one apple and save 770 calories a week.
- Three, 10-minute exercise sessions are just as effective as one 30-minute session. Lace up those shoes and take a brisk walk morning, afternoon and evening. You'll burn an average of about 200 calories a day and your heart will be healthier.
- If you don't have time for a healthy lunch, eat something to hold you over like an apple, orange, or some nuts. Avoid the temptation to go to the vending machine or to the fast food drive through lane.
- Instead of ice cream, go for sorbet. A half cup has only about 100 calories and 0 grams of fat.
- Cutting out 150 calories every day could save you from gaining 15 pounds a year.



## Summer Birthdays

### May

Mr. Bobby Moore	5/17
Mr. William Choi	5/28

### June

Mrs. Joycelyn Holt	6/7
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### July

Mr. Mike Scheid	7/8
Mr. Sunny Park	7/23
Mr. Donovan Wolf	7/30

### August

Mr. Joseph Matias	8/22
Ms. Cheryl Williams	8/31



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Sometimes, you will find some of our customers, family members, or a friend gloomy or down. Use this joke to help them to have a pleasant day:

April showers  
bring May flowers, but what do  
May flowers bring?



Fligrams...

## Lessons Learned From Chiggers and Rats



I want to share a story I read from a biography 30 years ago that taught me so much.

One of the entrepreneurs whom I most respect is Mr. Joo-young Chung, creator of the business conglomerate Hyundai Group of Korea, which makes Hyundai and Kia cars. Mr. Chung's firm also owns one of the world's largest shipbuilders, builds tanks, and is one of the world's biggest construction companies.

When he was 19 years old, Mr. Chung worked in construction. At the unheated, un-air-conditioned dormitory provided for the construction workers, he would often be woken up in the middle of the night by chiggers biting him. After months of struggling with those pesky insects, he had an idea for chasing them away. He would put the wooden bedposts in a pot of water, so that the chiggers climbing up to bite him would drown instead. That only worked for a few nights.

After careful observation, Mr. Chung discovered the chiggers' new method of attack. They would use the wall to climb up to the ceiling, then dive to his body for his blood. Although he resigned himself to the chigger bites while he worked for that construction company, he did come away with an important lesson that the chiggers had learned well: Never give up! He determined that he would be even better than the chiggers, and he applied the lesson he learned from them to become one of the most successful businessmen in the world.

If one of his employees gave up too easily on a difficult task, Mr. Chung would simply ask, "Have you tried enough?" He'd go even further by asking: "Are you better than a chigger?" His biography taught many readers like me that anything is possible, and nothing is impossible. The man who he once worked for just meals and a dorm room became one of most successful businessmen in the world.

I have met a few people in our organization who can't focus. They kill time unproductively and rest in the mere hope that

good things will happen someday. A day without interruption from the boss is considered a good day and is a goal in itself.

Living life like that is indeed a rat race, and the rat never gets out of the cage without breaking it. Rats don't have a roadmap or a determined mind-set to get out of their cages. They just run without realizing their situation. The alternative is what psychologists call "learned helplessness," where the rat learns because of frustration that there is no way out of the cage – even though there might be. But the rats become so conditioned to having no escape route that they simply give up and settle for the easiest possible approach to their lives, which is really a slow death. As a result, most normal rats never even think about breaking out of their cage.

What would my advice to the rat be? Stop jumping around from job to job and running nowhere fast. Focus on an escape. Start chewing on one wire at a time. Stick to that wire until it cuts loose. Work on a transformation from being an expert on confinement and self-imprisonment to being an expert on cutting wires and breaking loose. The rat may lose a couple of teeth along the way, because nothing worth achieving comes without some hardship, but I'd rather lose a few teeth in the quest to get out of a caged-rat society...to be able to stand out among others because of my achievements and my accomplishments.

Some of us may tell ourselves, "I am not good in this task," or "I am not good in sales," but the problem is that we've taken a job that requires selling. Some of us may say, "I am good just the way I am," but the jobs we've been hired to do need a better effort to make GBM grow, and we'll realize some sense of personal achievement along the way.

My suggestion to all of you is to do what I do each day. I stand in front of a mirror, and ask myself, "Am I trying enough?" The reward will be greater for those who focus and are able to plan for the stable and successful future.

*Sunny Park, Chief Executive Janitor*