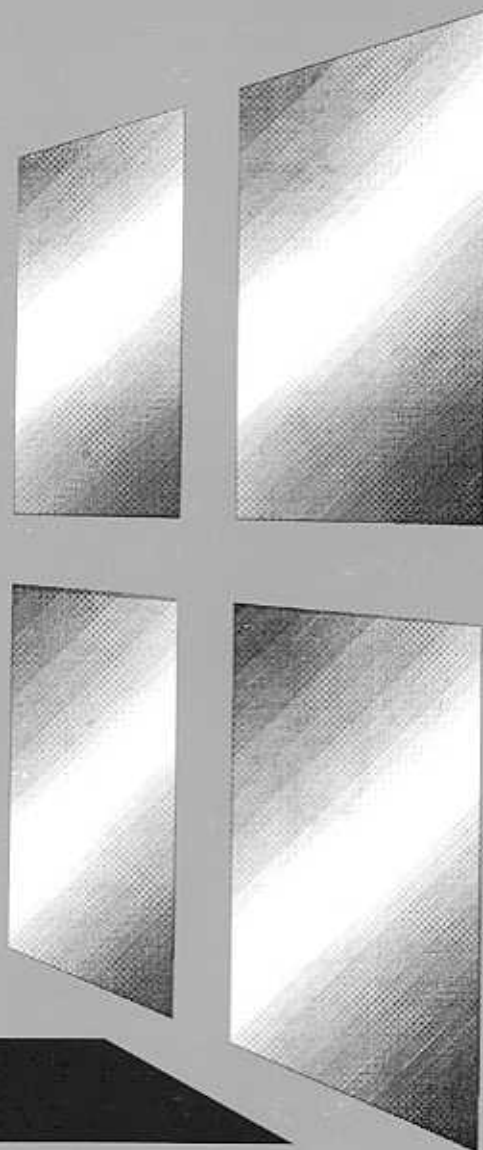


The Credit Professional

Spring, 2000

Volume 8, Number 1



Electronic Marketing

**Skip Tracing in the
21st Century**

**Resurrecting a
Dead-End Job**

**Harness the Positive
Energy of Conflict**

All in the Same Business

**The Internet and the
Credit Professional**

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Editor: Sharon Wilson Baebler

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Electronic Marketing: What You Can Expect

The e-marketing industry has a bright future, but watch out for some underhanded tactics.

By Tim Mack

The future of marketing is there for anyone to see – just log onto the Internet. In less than a decade the World Wide Web has changed from a research enclave to the Main Street of the world. In spite of resistance from those who treasured its earlier academic and free-spirited nature (back when "everything on the Internet was free"), the Web has become a booming marketplace. In the years ahead, it will continue to shift from a medium of personal communication and expression to a place of economic opportunity.

While some writers, such as David Brin in his science fiction novel *Earth*, predicted the sweep and pervasiveness of the Web, its social and economic impacts continue to surprise us. The rate of change on the Net is amazing - nothing seems to stand still. In contrast to Moore's law, where computer speed and capacity double every 18 months, the Internet seems to double in capacity (if not speed) every 18 weeks. Accordingly, we have the luxury of watching a process unfold in what seems like time-lapse photography.

The World Wide Web was still a novelty to many marketers even 18 months ago, but Internet marketing is now coming into its own. U.S. consumers spent at least \$2.3 billion over the Internet during the 1998 Christmas season alone (and were expected to spend \$9 billion in 1999). Eight and a half million U.S. households purchased holiday gifts online in 1998, up from 2 million in 1997, according to *The Wall Street Journal*. Online clothing sales tripled to \$330 million

years – a fivefold increase. The last half-decade saw declines of around 5% in the amount of hours per week that Americans watched network TV, listened to the radio, and read newspapers. A few media, magazines and books, for example, grew at about the same rate. Only cable TV showed serious growth over this period, with an increase of about 50%.

Part of the Internet's increasing popularity is fueled by the growing use of credit cards online. According to MasterCard

Part of the Internet's increasing popularity is fueled by the growing use of credit cards online.

from 1997, *The New York Times* noted, and are expected to continue to grow at a similar rate.

Although the Internet is not yet equal to other forms of marketing media in terms of returns, the research firm FIND/SVP determined that the Internet rose from eighth to about fourth place among consumer media over the past five

years. The most often purchased Net products were software (41%), followed by books (29%) and computer hardware (18%). Smaller but growing categories include food, airline tickets, CDs, flowers, and clothes.

One Internet advertising agency, the Double Click Company, believes that Web users now total 150 million world-

wide. This estimate may be conservative. For example, about 14 million Japanese now use the Internet, but many analysts predict that figure will rise to 27 million by 2001. That would mean e-commerce in Japan would jump from 200 billion yen annually today (\$1.8 billion) to 1 trillion yen in 2001 (\$8.5 billion).

What does this mean for you, the Web surfer, e-mail writer, and potential e-consumer? What can you expect to see when you walk down the Main Street of the world in the years ahead? Here are some likely possibilities.

Expect More Ads

Marketers want to contact you, the potential customer, directly, without investing in a big advertising or research budget. With the Internet, this is almost magically possible. Web advertising will reach \$9 billion per year by 2002. According to Jupiter Communications, a leading Internet research firm. While banner ads on Web sites sometimes get no more than a 1% response (compared with 5%-7% for direct mail), the cost is dramatically less: A Web site ad may cost \$5 for each 1,000 individuals who view it, while direct mail could cost \$50 to reach the same 1,000 sets of eyeballs.

On the Internet, companies can test advertising banners on a variety of sites at relatively little cost and continue with the most-effective ones. It is possible for companies to manage this feedback process themselves, but a number of entrepreneurial firms have sprung up to provide this and related

services, including complete automation of the backroom sales process.

While a TV commercial has 30 to 60 seconds to influence you, on the Web the average is only five to 10 seconds before you click away to another page or site. Initially, technology only allowed small, static ads that didn't catch surfers' attention. New technology allows "live" interactive banners with video and clips. Although the live banners cause slow Web page downloading and even com-

sales. In order to stay flexible, many Web marketers are moving to shorter-term buys of ad space than were possible for print or broadcast media. Units of two weeks or less are common.

Jupiter Communications notes that banner ads had a 2% response rate two years ago, but now get as little as 0.5%. Nevertheless, the use of banners is still growing, and banner advertising was expected to have reached \$3 billion by the end of 1999.

Top Ten Internet Markets

Market	Unique Audience	Average Time spent online*	Internet penetration
San Francisco	2,199,000	10.3 hours	61.0%
San Diego	894,000	11.3 hours	58.0%
Washington	1,850,000	9.5 hours	56.1%
Seattle	1,324,000	9.2 hours	55.9%
Portland	816,000	9.2 hours	54.0%
Boston	1,995,000	8.0 hours	51.7%
Dallas	1,581,000	9.8 hours	47.6%
Denver	964,000	10.8 hours	47.3%
Atlanta	1,314,000	7.6 hours	46.1%
Los Angeles	3,614,000	9.2 hours	43.9%

*per person, per month

Source: Nielsen/Netratings

puter crashes (some portals like AOL have banned them), we can expect to see more of them in the future.

The Web ads will change quickly in an attempt to catch your interest. Marketing networks – alliances of sellers and advertising banner sites – feed each other data on traffic, usage and sales decisions. As a result, the effectiveness of specific advertising sites can be assessed in real time, allowing marketers to determine what mixes of creative banners, animation, messages, and offers produce the highest levels of

"Partnership" E-Mail Marketing

E-mail is just another marketing frontier just beginning to be explored. The biggest questions facing e-mail marketers is who they should send to. We still think of e-mail as a personal and private message system between friends and business associates. Marketers are not welcome. As the old marketing maxim goes, "Nothing is more powerful than good will, unless it is ill will!" The industry has developed a number of princi-

ples for successful e-mail marketing, similar to the general rules for direct mail.

Unsolicited e-mail won't ask for too much. The best tactic is to direct you to a relevant Web site for more information. On this site, your response is tested and the results are tracked. If you do decide to buy, but are nervous about using your credit cards on the Web, there will likely be an 800 number.

E-mail marketers will not rely on glitz and hype. Most e-mail marketers will follow the "40-40-20 Rule" of direct-mail campaign success. This rule states that the ad copy, graphics, and other "creative" elements comprise only 20% of the strength of any campaign. The rest: 40% offering the right price, product, deal, and seller and 40% reaching the right audience (right list, media, advertising forum).

Finally, successful e-mail marketers will make sure you don't receive e-mails you don't want. The compilers of mailing lists will include a viable "opt-out" mechanism, which makes it easy to remove your name from the list. They will also include an "opt-in" procedure, where you ask to learn about a product, which leads to a list of fully enthusiastic potential customers. Such marketing becomes a partnership between those offering a product or service and those interested in obtaining it.

New Combinations

You will likely see e-marketing combined with more traditional advertising. Already, it is

Web Myths and Realities

While there are many opportunities in Internet business, there is also a lot of hype, says Peter S. Cohan, author of *Net Profit: How to Invest and Compete in the Real World of Internet Business*.

We have all heard that the Web will transform the way we do business, that organizations that don't use the Web will perish, and that e-commerce will soon become a huge factor in the global economy. Such messages are promulgated primarily by venture capitalists with a stake in Internet business, asserts Cohan.

E-commerce is more likely to become a supplementary way to shop, similar to mail order, rather than the way everybody buys things, Cohan argues. He notes that a 1998 study from the Organization for Economic Cooperation and Development (OECD) concludes that e-commerce will not have a significant effect on the global economy "anytime soon." The report notes that 80% of online commerce today is conducted in the United States.

"The OECD report also suggests that visions of global e-commerce must be tempered by the reality that half the world's population has never made a telephone call, much less accessed the Internet," he writes.

Source: *Net Profit: How to Invest and Compete in the Real World of Internet Business* by Peter S. Cohan. Jossey-Bass Inc., Publishers, 350 Sansome Street, San Francisco, CA 94104. Web site: www.josseybass.com. 1999.

common for commuting routes in high-technology enclaves to be covered with "Internet billboards" touting the virtues of this or that new media startup to venture capitalists and potential employees.

Direct Response Television, such as shopping channels and infomercials, will increasingly give you the choice of going to a Web site instead of dialing an 800 number. Such efforts must effectively integrate the different technological media: The telephone reps should be able to see what you see online and on television.

An intense discussion continues among Internet observers over whether the Internet audience is an active seeker of information or passive receiver of it, as is a TV audience. Substantial marketing dollars have been committed to each of these views. Arguing for the active view,

Patrali Chatterjee of the Marketing Department at Rutgers University says that TV viewers respond to saturation ad exposure with a gradual "wear-in" growth in awareness, but Net users have more control and so make a decision the first time they view an ad. Therefore, TV ad response rates rise after the first exposure, while Internet rates drop.

Slowdowns and Breakdowns

Of all the failures in the Internet marketing world, the most frustrating – for the consumer and the marketer – is a failure from too much business. For example, a national nonprofit organization, the Vietnam Veterans Memorial Fund, recently launched a Web site with a very effective media campaign, including a White House mention

on CNN/C-SPAN. Within the first 24 hours, they had nearly 1 million hits, and their success soon became problematic. Their single http server froze (too busy) and initial public enthusiasm waned as the site shut down.

Online trading provides a similar example. The volume for some firms had quadrupled in one year, due almost entirely to their Internet orders. As noted recently by *The Wall Street Journal*, the avalanche of online traffic to trading sites has caused slowdowns, outages, even unacknowledged orders. These problems have caused firms to take their sites offline, and some clients have abandoned online trading entirely.



The lesson here is that e-marketers need to prepare for unexpected success and to use redundant systems whenever the budget allows it.

The problem is likely to continue, however, in part because of the still developmental state of Internet software. The disappointments of Java-related languages and the nascent state of service programs and databases

have left Internet marketers with less than a full toolbox. A 1999 report from Ovum, a leading London telecommunications research firm, found that reliability, availability, and security are "precisely what the Internet network currently lacks." While the industry is playing catch-up at full speed, these current vulnerabilities must be kept in mind.

Innovative Sales Techniques

Getting your attention in the midst of an information explosion isn't as easy as it once was. A leading goal of Internet marketers is to increase the number of "hooks" that companies can

sink into online customers. Amazon.com did this by asking existing customers to "Help us build your dream video store." It did the same for its music site in 1998. As a result, these customers are more likely to use the site in the future.

Another intriguing innovation in marketing is OnSale, Inc., of Menlo Park, California, which began, in 1999, to sell new per-

sonal computers and accessories to the public – at the same wholesale price it paid for them. They hoped to find a profit margin in fees for on-site advertising, fees for service contracts and leases, and a nominal per-order handling fees.

They were soon outdone by Free-PC, founded by the now-famous Web incubator idealab!, which offers a low-end computer at no cost with the purchase of long-term Internet services. While these "ultra-marketing" approaches are too recent for anyone to see a continuing tradition of one-upmanship in Web marketing for some time to come.

Underhanded Tactics

Among e-marketers, the old feeling that there is an unlimited number of customers is gone, and with it the old collegial atmosphere. Now, fiercely competitive e-marketers are "eating each others' lunch." E-consumers can expect increasingly sneaky and underhanded tactics.

One example is the recent trend of companies that purchase key-word rights on search engines that relate to competitors' trade names and product descriptions. This means that, when you search with one of these key words, an advertising banner for the competing company's product pops up with the search results. At least one trademark lawsuit is under way because of this practice.

Companies regularly buy the rights to key words on search engines that don't necessarily

undercut a competitor. The key words are priced by their popularity. For example, in the travel industry, the word "travel" would be one of the most expensive terms. (If you're on a budget, you could probably get "Bora Bora" for cheap.) The word "sex" is one of the most expensive keywords any-

become commercial: the marketplace of the world. In this marketplace, price and convenience will be the bottom line.

- Another more surprising factor, which can override price, is "branding," or the building of consumer trust re-

lationships. A good example is Amazon.com, which often does not offer the lowest price for books, but continues to enjoy high sales. Trust comes from positive media exposure, from connection to other trusted institutions through marketing alliances, and from having a good reputation before entering the Internet market.

- The initial high ethical standards on the Web have not held firm, and this problem is likely to produce a call for more government oversight. The classic New Yorker joke that "on the Internet, no one knows you're a dog" is taking on new meaning in the growing epidemic of fraudulent sales practices. As concern for the consumer grows, so does the likelihood that the Internet will be shaped by government agencies, which up to now have largely left it alone.
- Underhanded marketing tactics will likely continue. The Internet has plenty of both cooperation and cutthroat competition. Although complex sys-

tems theory states that cooperative systems are healthier and prosper over the long term more often than highly competitive ones, humans continue to be short-term creatures in many situations.

Finally, the basics of marketing still hold true. Consistent success is not possible without at least one, if not all, of the classic elements of a quality sales offer: E-marketers will strive to offer you (1) something new and surprising, (2) something useful or essential; and (3) something that touches your emotions.

As long as the Internet continues to enhance human growth and offers the promise of prosperity, it will continue to extend into all aspects of modern life. While we have explored some of the patterns of this dynamic growth, it is clear that the process is only beginning, and, like any new technology, a number of surprises are still likely.

Tim Mack is a principal in AAI Research, a marketing research firm, and co-editor of Futures Research Quarterly. He is also a board member of the MIT Enterprise Forum, which advises high-technology start-up companies. His address is 929 Westminister Street, NW, Washington, DC 20001. Telephone: 202/332-0846. Email: ir004286@mindspring.com.

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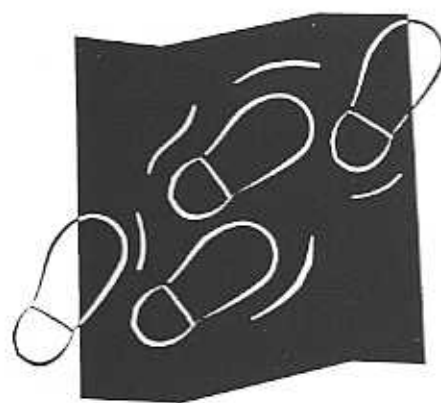
where. The growth of what is called "branded news" and "commoditized information," where browsers tailor their results to favor companies that spend big advertising dollars, is an unsettling trend but will likely continue as the medium matures.

Those who dislike the practice of buying key word rights say it masks search results and confuses potential customers about their choices. Those who use the tactic argue that it offers the consumer, who has already shown an interest in a particular kind of product or service, a range of choices that would not otherwise be available.

Analyzing the Internet is like tracking a moving target. The size and fluidity of the Internet allow it to respond to a range of influences. In this author's opinion, however, a few patterns are already evident:

- While social and educational concerns were primary in the earlier stages of development, the Net will increasingly

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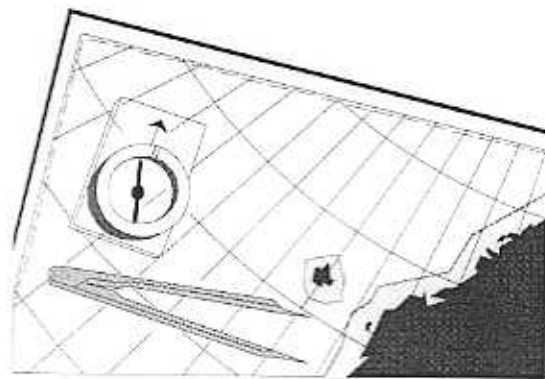
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Skip Tracing

In The 21st Century



By Ron L. Brown

Before we, as Professional Skip Tracers, talk about today and tomorrow, it is important that we examine yesterday.

If we go back just 100 years and look at the skip tracing tools available we would see that giant strides have been made in this ever changing industry. We would see that in 1900 we had the telegraph, a few telephones, mail and our feet as the primary tools that we, as skip tracers could use to locate lost or missing people. We would see that a person could very easily slip the bounds and disappear into the masses of people moving westward and by simply changing their names, never be found again. We would see a "New World" emerging where goods and services were still obtained by cash or barter and credit was extended only on a limited basis. In that world, skip tracing was used primarily by law enforcement to locate fugitives and the reward poster was still the most effective means of accomplishing this task.

If we move forward 25 years to 1925, we would see a changed world. The industrial revolution fired by World War I had created many changes in our world

and the prices of goods and services had increased to the point that many people could not pay cash. CREDIT was beginning to surface and as could be foreseen there were people who, after obtaining credit, abused it and being unable to fulfill their contractual obligations, SKIPPED.

SKIP is generally defined as, "to leave hurriedly and/or secretly" and more specifically, in this context, as people who skipped because they usually owed someone money. Money became the keyword and now there was a reason to attempt to track these "SKIPS" down and collect the money they owed. A new profession was born - the profession of "SKIP TRACER."

Let us move ahead in time another 25 years to 1950. We have endured another world war and "CREDIT" has become a household word. We see large department stores, automobile dealers, appliance dealers and many other areas extending credit to the vast majority of people in the United States. Banks, credit union, savings and loans and finance companies thrive and prosper in this atmosphere and the number of non-paying "SKIPS" continues

to grow. As it grows it feeds the "Professional Tracing Industry."

The method of tracing stays pretty much the same, telephonic tracing with the aid of various directories such as the Criss Cross and Polk People Directories. Tracers learn to utilize the telephone as never before as the skips do not just move across town but from city to city and state to state.

Another 25 years brings us to 1975. The tools of the tracer remain pretty much the same and even though the techniques have been developed and finely honed the bottom line remains in the networking and resources ability of the Professional Tracer and their ability to get one step in front of the "SKIP." A black cloud looms on the horizon for the tracer involved in tracing to locate "SKIPS" with outstanding debts - Section 804 of the Fair Debt Collection Practices Act.

Finally, 25 more years and we are now in the present, year 2000. We have advanced technology now which includes immediate international communication systems, fax machines to send new documents immediately, pagers, cell

phones and most importantly, the computer.

Man's ability to skip trace has always paralleled his ability to communicate and never in history has this ability been as advanced as it is in the year 2000.

The Internet has opened up millions of new sources of information and given access to

computers and super fast search engines designed to search multiple databases simultaneously and spit out results in milliseconds.

The three major credit bureaus have recognized the value of their information and developed custom reports such as Trans Union's TRACE and

The old days of scams and ruses used to obtain information on skips are being replaced with laptop computers and super fast search engines.

data stored on people around the world. International phone books listing every city in the world and capable of being used as reverse directories are readily available as well as city, county, state and federal resources. Data is available on utility services and property holdings. The list goes on and on and there seems to be no limit as these sources increase daily.

The methods of training Professional Skip Tracers have changed drastically. Today you see full-day seminars such as "Manhunt," taught by four of the recognized leaders in the Tracing Industry, Harvey Altes, Millard Land, Rob Winther and myself, Ron Brown, which are filled to capacity with eager tracers trying to learn the latest techniques and sources of information. You see attorneys teaching the legal aspects of tracing and investigations agencies who specialize in tracking these errant debtors. The old days of scams and ruses used to obtain information on skips are being replaced with laptop

RETRACE, designed for knowledgeable tracers and made these reports available instantly electronically.

Yes, the world of the Professional Skip Tracer has changed dramatically over the last hundred years and we can only imagine what is in store for our industry in the next 25 years. There will certainly be even more advancement in the communication and financial areas of our industry. There will be new ways to grant credit, make payments and locate non-payers. Technology will advance tenfold compared to the first 25 years of the 20th century and the question will arise, "Will there be any skips?" "Will there be a need for Professional Skip Tracers?"

As long as man can think and reason, as long as credit is granted, as long as people do not pay their honorable debts, the only person who can successfully hunt man is man. Therefore, the answer must be "Yes."

Get ready, hold on and prepare for the next 25 years in one of the most exciting and rewarding industries in the business world today. Hunting the most elusive animal in the world, MAN. The Science and Art of tracking, SKIP TRACING.

Ron L. Brown is the President and General Manager of CSI Group in Oklahoma City, Oklahoma, one of the oldest and largest Recovery Investigation Agencies in the Central Plains area.

Ron, a state licensed Private Investigator and member of the National Association of Fraud Investigators, has over thirty years experience in the field of locating lost and missing people and assets. He is internationally recognized as one of the leaders in the Tracing and Recovery Industry and spends much of his time acting as instructor for the American Collectors Association, the Council on Law Enforcement Education and Training and co-presenting the critically acclaimed "MANHUNT" seminar.

Having authored numerous articles and books on the subject of tracing and collections, his latest endeavor has been to co-author the best seller, "MANHUNT: The Book."

Currently active in all phases of the Recovery and Collection Industry he continues to personally handle investigations ranging from internal fraud to homicide and is well known in law enforcement and recovery circles. Ron may be contacted at Rbrown2150@aol.com and you are invited to visit him at the "MANHUNT" website, www.manhunt-seminars.com.



THE INTERNET & THE CREDIT PROFESSIONAL

By Pam Manor

The Internet is the greatest conduit to information ever, yet its riches will remain forever hidden unless we learn to search it effectively. Believe it or not the Internet has been around for about 15 years. However, it has only been available to the common citizen for about seven. The Internet is a useful and economical resource for Credit Managers to retrieve information from various sites in their day to day credit investigation and collection process.

Because the practice of credit and collections has required management of information, denying a Credit Department access to the Internet may be shortsighted. Many companies have hesitated in giving their employees access to the Internet. The image of employees endlessly surfing the net is disturbing, and truthfully, the potential for getting sidetracked in cyberspace is real. Sure, there will be employees who abuse their privileges, but the potential to retrieve valuable information and communicate more effectively via the Internet is much greater. CheckNet surveyed 100 companies of all sizes which indicated that 24% of employee time online is not

related to work. Besides minor peeks at travel, shopping, games, and real estate sites, the five biggest draws were: general news-5.5%, sexually explicit-3.6%, investment-3%, entertainment-2% and sports 2%.

The point is, there is a lot out there, but all the data in the world is of little use unless it

entry of big brown dog finds any topic with any or all these words in any sequence, so you may find a big house with a brown rug with a little white dog on it. If you search for big AND dog NOT brown, you will find all the hits that address enormous size and pooches and not necessarily related phrases, but whatever it is, will not have

All the data in the world is of little use unless it can be targeted directly to your needs.

can be targeted directly to your needs. The term surfing the Internet suggests that we have incredible amounts of time, and we can waste it. Learning how to search it using "Boolean logic" or in our language logical operators such as "and", "or", "except" "greater than", etc, that precisely define the information you wish to retrieve, will enable you to find things without spending a great deal of time. For example, putting quotations around your criteria, such as -"big brown dog" finds only those three words in that sequence. The

brown as a characteristic. When you enter "big dog" NOT brown you will locate all big dogs except that color. The identifier OR is also used in a common sense application - finding phrases with either word. This helps reduce the number of "matches" in your search. Instead of 2,000,000, you may end up with 500.

When faxes started gaining in popularity in the early to mid-80's, nobody anticipated their utility as a collection tool. However, collectors soon began using the one and only company fax machine to

transmit invoices, statements, dunning letters, and other documents. In addition, the debtor's old excuse, "We never got the invoice was rendered ineffective.

Like the fax, e-mail sent via the Internet offers the potential for sizable productivity gains. In particular, the word timesaving comes to mind as perhaps the most important contribution the Internet can make to the credit function. Documents can easily be sent via e-mail and offers far greater flexibility and ease of use than the fax for communicating short messages. Resolving discrepancies, exchanging credit information, knowledge from your peers in forums, are all extremely valuable tasks

that can be done both quickly and efficiently by e-mail. Soon you will move the communication burden of numerous long voice mails and full in-baskets to a more manageable method. Substituting e-mail for typical correspondence is faster to prepare than more formal letters and has a higher response rate. Another advantage over faxes is that both incoming and outgoing e-mails can be cataloged and stored easily for future reference. Your company will or should have a policy on retrieval and storage of e-mail messages. Also, not having the cost of printing, postage and labor makes e-mail cost efficient.

Once you recognize the Internet is a communication tool, you are better able to understand its

potential to support the credit function as an information retrieval resource. You will find business directories like Hoover's, Thomas's Register of Manufacturer's, AT & T's Toll Free Listing and many other print office tools. Information suppliers like Dun & Bradstreet already recognize this and provide their proprietary databases to subscribers over the Internet rather than through single function Software interfaces. Much of the information that ends up in these proprietary databases begins in the public domain. This is an area where

the Internet can provide timely, cost effective information resources to credit departments almost instantly.

To illustrate how the Internet can be a powerful tool for credit professionals, let's see how we might use the Internet in a typical credit analysis. To begin, let's assume that we need to get all the information we can on a company in the shortest possible time. In general, Internet-based information is more readily available for a public company than for a privately held company. In addition, let's assume we do not belong to any credit service that pulls together some of the needed information. There are two things to consider, first, some of the sites are free be-

cause they are supported by advertising revenue; second, others require you to establish an account with a minimum amount, or they will bill your credit card for each inquiry. Regardless of the cost, if there is information available that meets your needs, the Internet is the least expensive data source we know.

Absolutely, you'd like to know something about the company's background. You also need access to public record data to find out whether there are any liens, judgments, lawsuits or UCC filings that mention the company. How about recent news? For public companies this is not a problem, but many times a small company does not get coverage

in the major news services. How about financial information? For public companies, again, this is no problem, but for a private company there is little available that can be trusted. And finally, what about trade experience. Is it possible to find out how the company has been paying their vendors?

Now with these needs in mind, let us see how the Internet can help.

Some good places to start are:
infousa.com You can get detailed information on any US business including company profile, name, address, phone number, name of owner, number of employees and estimated annual sales. Information is also available on individuals.

In the category of free information on public companies, I would look at WSRN.com - the Wall Street Research Network. The site encompasses current news, financial information and stock quotes. For the most part, this information is free, however, there are sections for pay per use, but at reasonable prices.



COM

sales.com Company Active briefings were created for sales professionals, but they also will provide credit managers with valuable information. They are comprehensive snapshots of business profiles on selected companies, including news, financial figures, and other background information. They are available for more than 100,000 private and public companies.

FreeEdgar.com provides convenient searching and navigation features to access SEC filings filed through SEC's EDGAR system. Every US public company is required to file quarterly to the Securities & Exchange Commission. Free Edgar's Watchlist gives customers an information edge with instant e-mail notification of filings as they arrive. There is also help to interpret these data. At the click of a button, FreeEdgar

generates an Excel spreadsheet from any table in a filing. Use this web site rather than the fee based Dun & Bradstreet.

Many companies, your clients, have intricate and well maintained web sites including financial information that are posted on the Internet on an average of 1-3 days from completion - accessible for free and long before they are available through an expensive vendor credit report.

mgfs.com Media General Financial Services is a leading financial data publisher providing comprehensive fundamental and technical data on more than 9,000 publicly traded firms on US exchanges to major corporations, publications, and the academic community.

disclosure.com/dga

Disclosures Global Access is an integrated research tool designed for the financial analysts, money managers and corporate leaders.

spcomstock.com Standard & Poor's ComStock on the Net is a continuously updated real-time market data product with quotes, news, charting, and other services. It offers instant access to over 256,000 real-time stocks, options, foreign exchange and commodities. Also you can view, chart, analyze and manipulate the data to meet your needs. The cost varies with the type of service you subscribe to.

Developing and maintaining a database of consolidated public

record information can be expensive and the companies that provide this data usually charge for their services.

netlds.com Nexis-Lexis Document services provides one of the most comprehensive searching and filing services available. The service covers all 4,300 jurisdictions throughout the United States and Canada.

companiesonline.com

Companies Online provides valuable information on annual sales, ownership structure, web and e-mail addresses. Wicks Broadcast is a privately held company who more than likely files a quarterly SEC.

dbt.com Database Technologies, Inc. provides an online information service which is frequently used by insurers. Access is not granted to the general public, only to qualified users. It contains public record data on liens and judgments, bankruptcies and corporate records. In addition, it has information on criminal and civil court records, real property records and much more. This is also a good site to check out the individual owners of privately held companies.

merlindata.com What's interesting about this site is not only its CD service but also that Merlin Information Services has collected an extensive list of web sites and Internet resources geared toward the investigative and collections industry. A visit to this site will provide links to more than 100 other sites that contain numerous public record databases.

Financial information is not the only type of information needed by credit professionals.

Current news is extremely valuable in identifying company and industry trends. Almost every newspaper has an Internet presence, as do the various wire services. In addition, many of them will allow you to build a limited profile of the companies you are interested in and will use e-mail to let you know when something new is available. Utilizing a news agent such as PointCast, search software like Knight Ridder's Business Base and news retrieval Web sites allows credit professionals to monitor their industry and their customers.

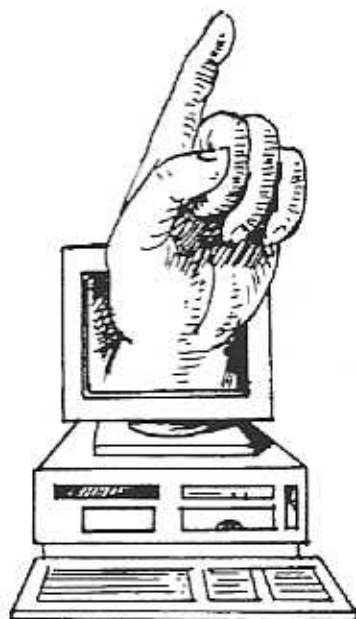
amcity.com American City Business Journals allows you to search top local headlines around the nation. The database searches 41 cities for up-to-date local business news.

Subscribing to and reading dozens of magazines relevant to our professional interests is time consuming and expensive. By tracking only the tables of contents of these publications, you save time and money. Uncover (carl.org/uncover/what.html) will e-mail the tables of contents of periodicals that are relevant to your industry and profession. All this for only a \$20 annual subscription. There is a nominal charge, if you choose to read a complete article.

businesswire.com Business wire is a leader in electronic news distribution and information retrieval services. Thousands of companies and organizations are members and rely on Business Wire to accurately and effectively distribute full-text news releases to media, the

financial community and key targeted audiences worldwide.

prnewswire.com PR Newswire offers a similar service to Business Wire. Most companies that want their news distributed will utilize one or both of them.



bloomberg.com has expanded its service to the point that it rivals **reuter.com** and **dowjones.com** as the premier financial news service. They all tend to carry much of the same news because it's based upon company-provided news releases, and it is only their special reports, written by staff reporters, that vary.

dowjones.com provides a host of other services that extend well beyond the printed page. Among them, **wsj.com**, the Wall Street Journal Interactive Edition, the largest paid subscription site on the entire World Wide Web, has attracted more than 300,000 paid subscribers in just three years.

newsalert.com provides real-time, online content from a va-

riety of sources, including **briefing.com**, Business Wire, CBS Market Watch, UPI, just to name a few.

The most difficult link in credit information, is the company's trade experience. Both Experian and D & B collect this information from companies that are willing to share it. However, access to it will require you to purchase one of their services. Better sources of this data are NACM, National Association of Credit Management, and independent credit affiliates. Unfortunately, few have had the resources so far to make this information available online to their members. But this is changing. While membership is required, online trade experience is currently available from the following:

nycredit.org/carix1.htm The New York Credit and Financial Management Association's Consolidated Accounts Receivable Information Exchange System (CARIX).

riemer.com Riemer Reporting Services.

abccreditmgmt.com The ABC Companies currently provide an online service that is not Internet based.

bccacredit.com Broadcast Cable Credit Association, provides members with reports from media creditors.

Organizations like Credit Professionals and Jackson Area Credit and Collectors Association help you create a circle of valuable contacts. Becoming a member of an organization builds key relationships and allows you to use one another as resources.

Sites like americasemployers.com maintain a list of professional associations with links to those organization's web-sites.

We have reviewed several Internet resources in each of several topic areas that are of interest to a credit professional. This list is far from complete. Beyond the sites, I have mentioned there are literally hundreds and possibly thousands, that might also be of interest.

The following sites also provide useful and valuable information for credit managers:

abccompanies.com provides a listing of recent U.S. corporate bankruptcy filings. It also provides the proper corporate name of company filed, city, state, type of filing and date the case was commenced.

abiworld.org American Bankruptcy Institute provides information about bankruptcies, bankruptcy law and related legislative issues.

bankrupt.com This site is maintained by Bankruptcy Creditors Service and provides links to various types of bankruptcy related web sites.

law.cornell.edu This site is maintained by the Legal Information Institute at Cornell University Law School. This site provides the full U. S. Bankruptcy Code, chapter by chapter.

ccla.org Commercial Law League of America provides the latest news for credit and collections law.

cybercrime.org The National White Collar Crime Center website maintains a list of

Internet Resource Bookmarks. This site targets the legal sector, however, the list is still useful in credit investigations.

creditworthy.com provides a gateway to other Websites related to commercial credit. Among other things, this site offers discussion groups on credit and collection topics, published articles on various credit topics, and they e-mail you their newsletter.

nacm.org National Association of Credit Management provides credit investigations, offers links to numerous sites, and a wealth of educational material.

yahoo.com was one of the first search engines or now known as a web portal to provide access to the network of computers that stores the information you want to retrieve.

As technology changes, credit will consist of fewer, but more highly educated and skilled individuals. Data will be received and deployed electronically via the Internet. Credit will be part of a seamless automated process from completion of the credit application form through cash application.

Some of the new credit resources, recently available and others that will be released in the future will significantly give the credit professional more analytical responsibilities including forecasting and portfolio analysis.

Pam Manor is the Director of Finance for WDWB-TV, Detroit, Michigan, since May 1998. Prior to WDWB, she held this position at WPTA-TV in Fort Wayne, Indiana and WILX-TV, Lansing, Michigan.

She started her career at City Bank & Trust Company, now Citizens Bank, in Jackson, Michigan, as a teller and was promoted to Financial Analyst, a position she held until 1978.

She is a member of Jackson, MI Credit Professionals International and past president, Jackson Business & Professional Women's organization, National Association of Credit Management, Broadcast Cable Financial Managers Association and is Vice Chairman of Broadcast Cable Credit Association.

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Resurrecting a dead-end job

By Joe McGavin

Have you had that feeling lately? The feeling that your job has changed and you're the last one to know about it?

Here are a few tell-tale signs:

- You're passed up for plum assignments and responsibilities.
- You see positions you feel you'd be perfect for, offered to outside hires.
- You're not in the loop for important memos.
- You no longer get invited to key meetings.
- You're not consulted on major issues.

Maybe your organization has been "acquired" by another firm, and its priorities have changed without your knowledge.

Maybe you've gotten a new boss, and his or her expectations of you have shifted from those of your old boss. Maybe your work just isn't fun or challenging any more. Maybe it's time to move on.

We're not advocating that you jump ship. In fact, we're usually the first ones to advise hashing

out your differences. But if you are considering leaving for another management job, consider this:

Managers comprise a larger part of the workforce in 1998 than before the great downsizing purge began in the early 1990s, says the U.S. Bureau of Labor Statistics.

Searches for general managers below the division-head level increased 58% last year, reports the Association of Executive Search Consultants.

57% of the 4,000 companies surveyed recently by Management Recruiters International Inc. said they plan to increase their managerial ranks this year - the highest percentage in the survey's 15-year history.

"There has never been a greater demand for managerial and professional people, and there have never been fewer qualified candidates to satisfy the demand," said Management Recruiters President Alan Schonberg in a recent Washington Post article about the survey.

Of course, you could try to use this job market data as leverage to keep your present position. But if your boss truly is disen-

chanted with your work, threatening to leave is likely to backfire on you.

If you're set on staying, though, here are a few suggestions for turning a dead-end job into a more rewarding one:

Find an important but neglected part of the business and propose to your boss how you could improve it, if given a chance. Your initiative here could lead to a lateral move or even a promotion, if you're serious - and passionate - about the new work.

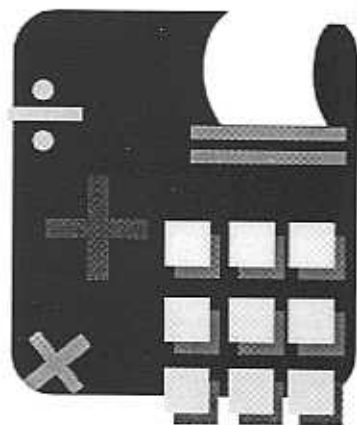
Look for opportunities to expand or improve your skills through additional training. Reason: Maybe you'll become more valuable in your boss's eyes by adding computer skills or learning basic accounting principles. If nothing else, you'll become more marketable.

Revitalize yourself by setting new personal and, if appropriate, work goals. Focusing on new priorities is bound to raise your spirits and, if all goes well, draw the boss's attention.

Even if that doesn't work to your advantage, you'll have spent some time determining if you can reach your goals in your present job. If you find you can't, you'll know what your next job should look like.

Joe McGavin is the executive editor of Manager's Edge, a publication of Briefings Publishing Group.

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All in The Same Business

The Successful Delivery of Goods and Services at a Fair Profit

By Abe WalkingBear Sanchez

Successful delivery is defined as "giving the customer what they want, when they want it, where they want it, and in an age of customization, how they want it." We have to do it their way and that includes the business process.

The failure to appreciate, and to obtain *interfacing information* from new customers leads to the creation of expensive and time consuming business ripples. These ripples adversely effect both seller and customer.

about *billing* and the need for it to be Timely, Accurate, Complete and Understandable (the TACU approach to billing).

A young man who had been recognized earlier as the third highest sales guy for the quarter spoke up and said that he personally checked out each invoice before it went to his customers. Just what every business want, sales guys checking invoices, right? Wrong! A lack of confidence in the billing process led to this salesperson spending time checking invoices rather than selling.

error, we delay the billing while we find out from the sales department what's correct." With the sales people being located throughout the country, it was taking one to two weeks to get back answers on billing questions. Right off the top, the company was losing 1/2 to 1 percent of the sales price on those invoices.

The root cause of the sales guy feeling that it was necessary for him to check every invoice going to his customers, and the billing department delaying billing was the same: Failure to clarify going into the deal, *HOW* the customer does business.

**As a rule of thumb,
for every 30 days an A/R is unpaid,
the seller loses 2% -
the cost of money, extra work and losses**

Case Study

While working with a distribution company's sales and accounting and finance departments, we got around to talking

At this point, the woman in charge of *Billing* spoke up, "Sometimes, we in Billing can't figure out what to bill a customer and rather than create an

The 3 Ps

When teaching credit approval, I tell people there are three key factors to consider and weigh: Profile, Past Performance and Product Value. The first P, Profile, consists of knowing *who* you're looking to do business with and just as important *How* the customer does

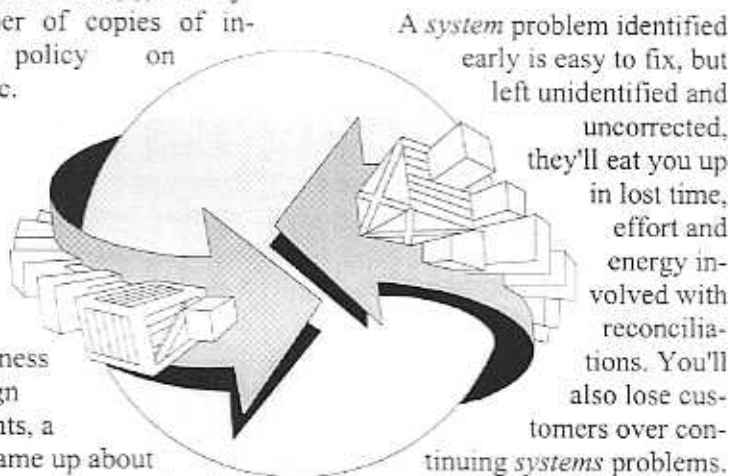
business. The *Who* is a snapshot of the customer: time in business, type of business, business status, etc. The *How* relates to the customer's business process and A/P protocol. Included in *How* are things like: bill to address, authorized purchasers, use of purchase orders, freight, invoice copies, proof of delivery, internal A/P approval process, A/P cutoff date(s), A/P cycle, number of copies of invoices, policy on partials, etc.

While working with an international company doing business with foreign governments, a question came up about a country's requirement that invoices be notarized. The regional CFO quickly pointed out that things are notarized so that they can be recorded (constructive notice given). Notarizing invoices made no sense, except that that's what the customer wanted. When invoices are for a quarter of a million dollars or more, you don't want anything creating a delay in payment. My recommendation was that we not only notarize invoices going to this country, but that we spend a dime and use gold foil seals so that they looked real pretty.

70% of Past Dues Tied to Problems

Surveys have found that, on average, 25% of A/R are delinquent at any given time (one day plus beyond terms). Of the

past dues A/R, 70% or more often haven't been paid because something's gone wrong. The problem can be a sales/service dispute, billing error, missing P.O. numbers, missing backup, unauthorized purchases, delays in billing, partial shipments, uncompleted P.O.s, lost receiver reports, misapplied/unissued credits, lost/misapplied payments, etc., etc., etc.



Hamburgers or Autos, It's the Same.

There's a restaurant scene in a Jack Nicholson movie where he orders a lettuce, tomato and mayo sandwich on toast only to be told by the waitress that he can't have one because it's not on the menu. The character then asks if they have a tuna sandwich on toast; they do. He then orders a tuna sandwich on toast, hold the tuna.

When going into a new business relationship, take time to ask about *how* the customer does business. Getting this information up front will save you much wasted effort and frustration down the line. Sales guys should be selling and not proofing invoices and billing people should be billing and not

sitting on invoices because they aren't sure what to bill.

Customers are a picky bunch, they want it their way; so find out what that way is and give it to them. Keep business ripples from becoming a tidal wave.

Abe WalkingBear Sanchez is Founder and President of *A/R Management Group, Inc.*, a consulting and training company specializing in *Profit Centered Credit and Collections Management*. Abe started in the Credit and Collections field in 1967 as a repo-man with a finance company.

Developer of the copyrighted "Sanchez Profit System of Credit and Collection Management" and the "Sanchez Inverted Pyramid Past Due Model," Abe has conducted training programs nationally for many corporations and associations. He has authored numerous articles on the topic of Credit and Collections and has been featured in several training videos. Abe can be reached through *A/R Management Group, Inc.*, PO Box 457, Canon City, CO 81215. Phone: 719/276-0595. Email: armg@rmi.net. Web site: armg-usa.com.

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Harness the Positive Energy of

Conflict

By Lynne B. Hunt

Constructive conflict. Most of us feel these words contradict each other. We learned as children to avoid conflict at any cost. "Share!" we were taught. And what we learned as children we brought to the workplace: "Compromise is good; conflict is bad."

Not so, says Elaine Yarbrough, a conflict management expert who has been a consultant for major companies such as GTE and Hewlett-Packard. Conflict is a critical element in everything we do, she says. Without it there is no growth, no challenge. Without conflict we would have boring sameness. Conflict equals excitement.

Constructive conflict means managing conflict. It's the catalyst for innovation and productivity. Because conflict is inevitable, why not harness its positive energy?

From Destructive to Constructive

The speed at which today's business world operates has increased destructive conflict. More demands create more conflicts. And things are likely to get worse. To change conflict from destructive to

constructive, we have to replace these eight negative ideas about conflict with positive ones that harness the energy conflict creates:

Idea 1: "We can avoid conflict through effective communication and good management." Yarbrough calls this impossible. Because conflict produces growth, she says, we must learn to live with and manage it.

Idea 2: "In a conflict, clearly state your position so others will know where you stand." It won't help much. Your position is probably obvious. Our interests, not positions, are at the heart of all conflicts.

Consider this example:

Two people want the same orange - that's their position. They compromise and cut the orange in two. Conflict resolved? Maybe. But each gets half of what he or she wanted. But, if each had known the other's interest - one wanted to eat the fruit and the other wanted to use the rind to make a cake - each person could have had all of what he or she wanted.

To manage conflict, uncover the real interests first.

Idea 3: "Conflicts are always the source of blowups." Blowups are usually not related to the original conflict. They occur when people's real interests are swept under the rug. Blowups are usually triggered by a minor, unrelated point. To avoid getting sidetracked by a blowup, you must find, acknowledge and manage the real conflict.

Idea 4: "Encourage people to talk about the real issues that are causing the conflict." People's interests are the issues that cause conflicts. People often don't recognize their interests. They know their positions.

Example:

An executive refuses to make coffee. Her position is that making coffee is demeaning. The issue causing the conflict is power. And who is willing to admit to that? So it isn't necessary to get people to "fess up" to their interests. Just identify their interests and help them get more of what they want.

Idea 5: "You should have time to deal with the conflict after people have had time to cool off." This is dead wrong, according to Yarbrough. In most cases, she says, you should interrupt the conflict-avoidance-

blowup cycle by dealing with the conflict right away.

Idea 6: "If you're the person responsible for resolving the conflict, you must be controlled and have your act together." According to Yarbrough, if you're not vulnerable at least to some degree in a conflict, you're holding too many chips. And if you don't have any stake in the conflict, you won't resolve it.

Idea 7: "Don't vary your style if you're the one responsible for resolving the conflict. It confuses people." If you stick to this idea, chances are you'll be so rigid that you won't know when to back off or when to zero in. You must be flexible - and that means you must be willing to let go of your preferred style.

Idea 8: "You shouldn't do anything to increase the tension caused by a conflict." You want to resolve the conflict, don't you? When people drag their diplomatic feet, they hinder the process. If you must increase the tension to resolve the conflict, do it.

Here's how:

- **Clarify** your mutual dependence: "Look, we need each other to get the job done."
- **State goals** for the other person: "So, what you want is to move your offices in three weeks."
- **State consequences** of not resolving conflict: "If we don't work this out, we may both lose our jobs."
- **Use threats** productively: "The home office has



threatened to send in its own people. Let's avoid that."

- **Solicit feedback:** "Why is the three-week time frame important to you?"
- **Find other ways** to meet your goals: "Could your people use the conference room for three weeks if I can get you moved in four weeks?"

Tap Conflict's Positive Energy

To tap the positive energy of conflict, you must first identify the outward signs of conflict. Keep in mind that agitation and resistance are triggers. You must determine what preceded the trigger. It's important to observe nonverbal signals.

Next, you must identify the interests, not the positions. Understand that power, affection and self-esteem are at the center of most conflicts. *It will help if you:*

- **Ask** the person "What is it you want me to do?" to find out his or her interests.

- **Observe** the surroundings. For example, people with lots of plaques and awards hanging on their walls may want recognition.
- **Ask others** in the organization for input: "What do you think about the problem in purchasing?"

Next, find out how people want to be treated and treat them that way. *Ask them:*

- "How do you want to be treated?"
- "What changes do you think need to be made?"

Use the information you collect to figure out creative solutions and devise a plan for action and accountability. Also, get an agreement to prevent similar conflicts, affirm the positives and thank people for doing difficult things.

When Not to Proceed

Sometimes, knowing when to hold off and when to proceed can keep you from making a bad situation even worse.

- **Don't proceed** if you don't have enough power in the organization to generate a conflict. Instead, wait until you can gain more power or until the balance of power is more favorable.
- **Hold off** if you are unable to clarify your interests. To make sure you know what your interests are, write them down. If you can't come up with a list, you're not ready.

- **Delay action** if you are the only one who thinks a conflict exists. Your best move here is to let the others know of your concern and ask for a discussion.

It Requires Maturity

When you attempt to resolve a conflict, you must have enormous maturity. You must be able to find out how people want to be treated and then be mature enough to treat them that way. Increasing tension, especially, requires great control.

For these techniques to work, you must operate in good faith. You must genuinely want to arrive at common goals with others, not just get your own way. It takes a long time to build trust. A mismanaged conflict can destroy trust in no time at all. Use these ideas to make conflicts work for, not against, you.

Lynne B. Hunt is a freelance writer from Westminster, Colorado.

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Funny Money

A	V	A	D	A	N	A	C	O	C	H	R	A	N	L
R	K	N	A	B	A	L	A	N	C	E	E	S	T	L
R	E	T	T	O	L	R	A	H	C	L	Z	S	I	E
E	E	N	O	I	T	A	C	U	D	E	A	E	D	B
E	D	T	C	C	H	A	R	G	E	N	H	T	U	A
R	I	T	C	B	U	D	G	E	T	B	S	B	A	D
A	T	S	U	A	T	N	E	M	T	S	E	V	N	I
C	H	E	G	A	R	O	H	C	N	A	D	C	T	S
R	S	R	Y	E	E	A	O	H	U	W	L	O	I	T
E	H	E	E	C	X	M	H	E	O	Y	A	L	S	R
D	A	T	N	I	P	D	F	C	C	E	T	L	O	I
I	W	N	R	O	E	E	D	K	C	R	I	E	P	C
T	B	I	U	V	N	E	C	I	A	S	P	C	E	T
X	X	N	O	N	S	R	P	N	R	H	A	T	D	S
T	D	A	J	I	E	C	A	G	E	S	C	R	O	W

Find the following words in this word search puzzle.

Account	Charge	Edith Shaw
Anchorage	Charlotte	Education
Asset	Check	Escrow
Audit	Checking	Expense
Avadana Cochran	Collateral	FDCPA
Balance	Collect	Helen B Sawyers
Bank	Compound	Ida Bell
Budget	Credit	Interest
Canada	Creed	Investment
Capital	Deposit	Invoice
Career	DeShazer	Journey
Character	District	

Membership News

CPI welcomes the following new members

Anniston, AL

Kim Pettus

Birmingham, AL

Dawn S. Romano, First Commercial Bank

Leesburg, FL

Gene D. Domine, CCCS

Pensacola, FL

Darlene M. Tunker, CCCS of Western Florida

Fuquay-Varina, NC

Sandi Albery, Steve Bowen, CPA
Katherine L. Griffin, Griffin Electronics

Eastern North

Carolina

Barbara K. Loftin, BB&T

Lexington, NC

Patsy S. Hanes, Shoaf's Flowers

Winston Salem, NC

Wayne A. Opper, CCCS

Thomas H. Vaughn, CCCS

Coastal, SC

Carolyn C.

LaBambard, Heritage Trust FCU

Robin R. Lane, Wachovia Bank NA

Carol L. Schuj, Heritage Trust FCU

Jimmy H. Thigpen, Family Services, Inc.

Greenville, SC

Mark Bohlander, CCCS/Compass of Carolina

Pamela J. Fleming, Tucker Materials, Inc.

Orangeburg, SC

Rachelle F. Jamerson, Rachelle's Island, Inc.

Clarksville, TN

Linda Durwachter, Fort Campbell Credit Union
Dava White, Bank of America

Jackson, TN

Katherine L. Reaves, Mike Freeman Insurance

Bryce West, Union Planter Bank

Indianapolis, IN

Pamela K. Bass, Professional Business Systems

Teresa K. Eaton, Eli Lilly Federal Credit Union

Robin L. Thompson, Mutual Hospital Services, Inc.

Northwest Indiana

Diane Sobota, Bank Calumet, NA

Ann Arbor, MI

Jay Courtright, UMCU

Fayetteville, AR

Mindy S. Glass, Healthcare Financial Services

Tobie C. Glenn, Credit Bureau of Fayetteville/Springdale

Fayetteville, AR, cont.

Michele A. Pederson, Credit Bureau of Fayetteville/Springdale

Hutchinson, KS

Al Bowers, Agris Corp.

Todd Sutcliffe, Credit Bureau of Wichita

Rochester, MN

Denise A. Fogerty, CCCS of Rochester

Karen A. Sanborn, Custom Communications, Inc.

Susan J. Skifter, Hiller Stores, Inc.

Grand Forks, ND

Julie Dvorak, Norwest Bank

Wahpeton/

Breckenridge, ND

Misty Arenstein, Bremer Bank

Pat Badgley, Red River Valley & Western RR

Norma Meyer, Norwest Bank

Jeanette Novotny, St. Francis Medical Center

Lawton, OK

Denise Floyd, Fort Sill Federal Credit Union

Alamo, TX

Alida L. Canion, USAA Federal Savings Bank

Sharon A. Dukes, San Antonio Federal Credit Union

Lisa R. Garcia, Security Service FCU

Sandi H. Martin, Chapter 13 Trustee

Alamo, TX, cont.

George McHenry, Security Service FCU

Sandy Mosley, Money Management Int.

Paula Nixon, Security Service FCU

Elaine Ryan, Eisenhower National Bank

Betty Jo Taylor, Dennis Jewelry Co.

Bruce W. Taylor, Eisenhower National Bank

Laredo, TX

Ramona DeHoyos, Laredo National Bank

Alma M. Gutierrez, International Bank of Commerce

Cynthia Hernandez, Webb County Title & Abstract

Judy Hernandez, NBC Bank

Martha Gonzalez Keiser, The Laredo National Bank

Adriana Martinez, International Bank of Commerce

Bryan A. McPartland, Webb County Title

Angie R. Pedraza, Laredo National Bank

Rosaura Rivera, Commerce Bank

Mariel Rodriguez, International Bank of Commerce

Rosie Rodriguez, LMG Dr. Benson Yu Huang

San Angelo, TX

Michael McDonald, ARC Services

Tony Meza, CCCS

Membership News

CPI welcomes the following new members

Monument, CO

Allison Carey, St.
Mary's Business Office
Steve Hubbard, Health
Care Collections
Cynthia A. Lanam, St.
Mary's Business Office
D'Ann M. Petersen, St.
Mary's Business Office
Denise C. Springer, St.
Mary's Hospital &
Medical Center
Holly L. Wing, St.
Mary's Business Office

Sun-Sational, CO

Jean W. DeNiro,
Family Counseling
Center
Elaine M. Skidmore,
Pueblo Mortgage

Casper, WY

Heather L. Street,
Great Western
Mortgage

Anchorage, AK

Jan M. Baker, National
Bank of Alaska
Timothy W. Hardy,
National Bank of Alaska
Benjamin Sponsel,
Alaska Financial
Services
Mitch Tandeska,
Alaska Financial
Services
Suzanne L. Utpadel,
Credit Bureau of Alaska

Business Profes- sionals Connect,

Phoenix, AZ

Frances Delgado-
Valadez, Credit Data
Southwest
George E. Griffeth,
Griffeth Law Firm
Lori L. Spranger,
Griffeth Law Firm

Vancouver, BC

Katia Acciarresi, FCA
Gregory L. Best, E.
Sands & Associates,
Inc.
Rowena Cole, Hudson
Bay Credit
Connie J. Dillman,
CBV Collection
Services, Ltd.
Craig Haslett, Hudson
Bay Company
Tim J. Hopkins,
Hudson Bay Company
Allan G. Kwan, RSL
Com Canada, Inc.
Rodney Lynch, RSL
Com/Westel
Peggy A. MacDonald,
RSL Com Canada, Inc.
Jeff D. Miller, Hudson
Bay Company
Susan I. Newbury, C.
Topley & Co., Ltd.
Ian D. Roy, National
Credit Counsellors
Filomena M. Sanders,
Hudson Bay Credit
Anita Smith, RSL Com
Canada
Elizabeth E. Williams,
Barnes, Kissack,
Henrey & George

Honolulu, HI

Cynthia S. Lau, Impact
Financial

Idaho Falls, ID

Melissa L. Cooley,
Digestive Health
Donna I. Lords, Ideal
Industrial Supply

Lewiston-Clarkston, ID

Dawn M. Baheze, Nez
Perce Tribal Housing
Authority

Lewiston-Clarkston, ID, cont.

Jody L. Favre,
Clearwater Propane
Company
Cielo I. Gibson, Nez
Perce Tribal Housing
Authority
Jason M. Harwick,
Malcolm's Brower-
Wann Memorial Chapel
Liane L. Hill, Valley
Medical Center
Tara-Lei Nelson, Nez
Perce Tribal Housing
Authority

Moscow, ID

Edie A. Talbot,
WSECU

Twin Falls, ID

Nina Butler, TFCH
Deana R. Johnston,
TFCH
Monica Wright,
Franklin Building Supply

Great Falls, MT

Kim A. Clark, Global
Financial
David A. Keller, Global
Financial

Eugene, OR

JoAnn Andersen,
Eugene Water &
Electric Board
Bev Ewert, Emerald
Peoples Utility District

Grants Pass, OR

Lisa Fisher, Southern
Oregon Credit Services
Diane M. Lawson,
Service Drug
Darrell Legbank,
Community Bank
Carol S. Rios, Brighton
Academy

McMinnville, OR

Teresa L. Butler,
Physician's Medical
Center PC
Shelley A. Carl, Linfield
College
Nancy Myers, Nancy
Myers Bookkeeping

Mid Val, OR

Darlene F. Dunckley,
Creditors Collection
Service

Pendleton, OR

Paulena D. Conner,
Inland Empire Bank/
Home Loan Center
Mary L. Earley,
Comries
Dian Payant, Pendleton
Internal Medicine

Portland, OR

Mychele L. Holcomb,
JC Penney
Cardservices

Rogue Valley, OR

Evangelina Lederma,
Larsons

Grays Harbor, WA

Michelle J. Hatley,
Harbor Adjustment Co.

Lewis County, WA

Maggie Knapp,
Security State Bank

Pro-Sun-Gra, WA

Geoff Baker, CCCS of
Yakima Valley

South King County, WA

Rebecca A. Burnett,
Credit Union Recovery
Services

Membership News

CPI welcomes the following new members.

South King County, WA, cont.

Mitch Livingston, Bishop, Lynch & White PS
Steven M. Morris, Boeing Employees Credit Union
Jeff S. Skeldon, Qualfind Lending

Nations Capitol, DC

James Marshall, Navy FCU
James McLaughlin
Heather Traini, Debt Counselors of America

Norfolk, VA

Sheila Brady, Retail Alliance Recovery
Juanita A. Hubbard, M. Richard Epps PC

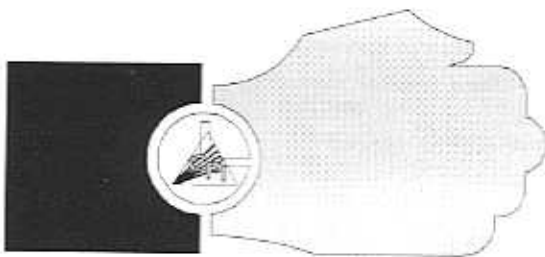
Suffolk, VA

Julie T. Stephenson, Bank of Suffolk

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Jeff Stewart, Stewart, Stein & Scott, Minneapolis, MN

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LA1 Woman's watch with gold-plated casing and black leather strap

MA4 Unisex watch with black and chrome casing and black leather strap

MA5 Man's watch with black casing and black leather strap

Each watch is \$32.00. Personalization is available for an additional \$3.00.

Order from: CPI, 525-B N. Laclede Station Road, St. Louis, MO 63119. Phone: 314/961-0031.

Certification News

The following people have received certification since the Fall issue.

Professional Credit Associate (PCA)

Margaret Ewert, Kalispell, MT

Professional Credit Specialist (PCS)

Vicky Bellew, Jackson, MI
Arlene Gray, Portland, OR
Damon Hult, Mid-Columbia, OR
Donna McIntyre, Kalispell, MT

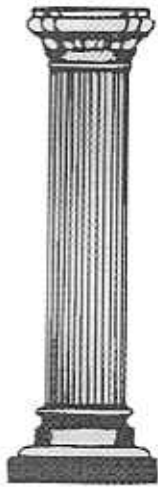
Professional Credit Executive (PCE)

Barbara Beatty, South King County, WA

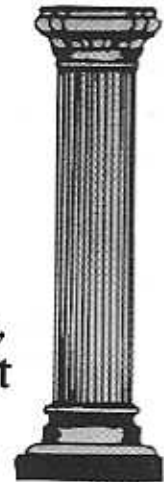
Master Professional Credit Executive (MPCE)

Bonnie Burns, Jackson, MS
Barbara Chapin, Jackson, MI
Jenny Hodge, Chatham, LA
Corine Jones, Savannah, GA

There are four levels of certification, based on the number of units earned. Units are earned through a combination of work experience, college credits and degrees, credit and/or business related workshops and seminars, participation in CPI, and participation in providing credit education. For information on how you can become a certified credit professional, contact Credit Professionals International, 525-B N. Laclede Station Road, St. Louis, MO 63119. Phone: 314/961-0031. Fax: 314/961-0040. Email: creditpro@creditprofessionals.org



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CPI Certification Program Application for Certification

Name _____

Mailing Address _____

Phone _____ Fax _____

CPI Affiliation _____

My check for \$10.00 is enclosed.

Please charge to my MasterCard Visa Novus/Discover

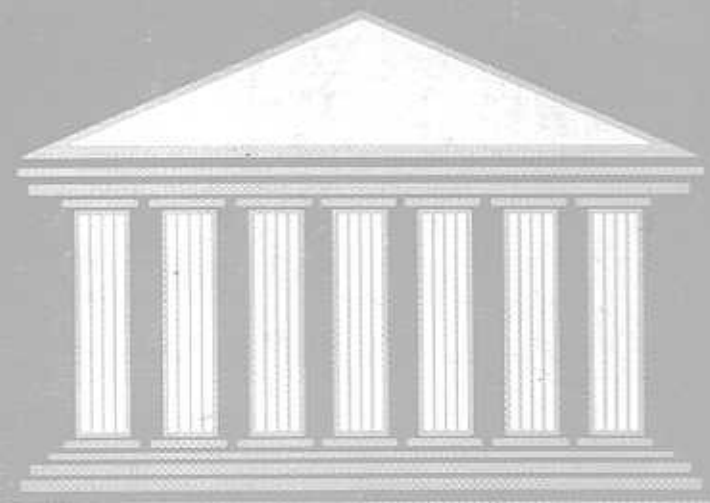
Credit card # _____

Exp. Date _____ Signature _____

Send application to: **Credit Professionals International**, 525-B N. Laclede Station Road, St. Louis, MO 63119, Phone 314/961-0031. Fax 314/961-0040.

Credit Education Resources Foundation

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