

## A Sustainable Business

A business can only be sustained long-term when it creates value for both parties in the transaction. When looking at Mary Kay, our first and primary value opportunity is in the sale to our customer. When the customer knows she is receiving the best service, with her best interests at heart, at a competitive price, she is seeing value and will stay with you. Teaching our consultants that the customer is number one includes making sure that our consultants understand that the relationship building and value creation is the sale.

The second value opportunity is with our consultants. We create the most value for our consultants when we teach them to create value for the customers and sell product. Focusing on recruiting more than selling does not create value for the consultant or customer because we end up with more consultants just owning product and buyers that resent the seller/recruiter because they perceive that the customer relationship is secondary to recruiting or not important at all. Putting recruiting as higher priority than building solid customer relationships destroys value long-term and is not sustainable.