

# The Humble Merchant's Attitude That Founder Konosuke Matsushita Demanded of His Employees

Discussing sales promotion measures in a meeting

After all, the problem is a lack of a sales promotion budget.



Do you only sell commodities?  
You have to add something extra (added value) to commodities.



Konosuke Matsushita

**A commodity + Something extra (added value) = A product**

③ Sales staff member's character and appealing personality

② Product knowledge



① Management Philosophy  
Management principles

**Adding something extra**



④ Mutual trust



⑤ Dedication (service)  
Business means contributing to society and people = Service

Personal, technical, and all other types of service

It is not just factories that make products.



It is only when something extra is added that a commodity becomes a product!

The same principles appear in *Salespeople Guidebook II*, a sales training textbook (1955).

## Six Essentials for Salespeople

1. Cultivate human decency first
2. Have a good understanding of the company's mission
3. Do not resort to coercion or expediency in your work
4. Make it your motto to be accurate and fast
5. Have extensive product knowledge
6. Make sure you receive payment correctly

Although titled *Essentials for Salespeople*, they were surely intended for all employees.

## What is the attitude of a humble merchant?

Always have the spirit of a merchant, and demonstrate **employee entrepreneurship** from a customer's perspective!

Think of your job as a business that you run

Focus on customers

Guidelines of conduct for practicing the Basic Business Philosophy  
The PLP also places Customer Focus at the top of the list.



Yuki Kusumi  
CEO, Panasonic Group

Practicing the Basic Business Philosophy involves each and every employee working as a humble merchant.