

**ACCORDING TO LEGEND**, the Z/Yen chop – symbol of the quest for Z/Yen enlightenment – was inherited by Chao Kli Ning's most fervent disciple, Lo Fan. Given Lo Fan's Z/Yen, a philosophical desire to make money, he began a chain of successive sales of the Z/Yen chop to faithful disciples through the centuries. Legend has it that the chop was lost in a fairly messy takeover battle in the early late Middle Ages. However, there are dark rumours that the chop still survives, wielded by modern disciples who continue to spread the Z/Yen creed, for a quick buck.

**MICHAEL MAINELLI** and **IAN HARRIS** are founders/directors of the risk/reward management firm Z/Yen and the modern scions of Chao Kli Ning's dynasty. Before reaching total Z/Yen enlightenment, Michael and Ian's monastic duties included service as management consultants and corporate strategists, advising businesses and organisations on the one true path(s), as well as writing and contributing to numerous business publications.

**CHAO KLI NING (499BC TO 401BC?):** Quasi-mythological, proto-businessman from the late Zhou period in ancient China. Said to have had an uncanny knack for spotting an opportunity to make a quick buck. Legend has it that the Z/Yen business philosophy (see opposite), which later came to dominate the Early Imperial Eastern Mercantile Period, was founded as the result of a massive endowment from Chao Kli Ning's stupendous fortune (although some accounts attribute the Z/Yen Institution to Lo Fan, protégé of Chao Kli Ning, patriarch of the powerful Lo family and holder of Chao Kli Ning's subsidiary rights in perpetuity). The only evidence of Chao Kli Ning's existence is a rich oral tradition of case studies.

**Z/YEN (PRONOUNCED "ZEE-YEN"):** A mystical philosophy that encompasses enlightenment in business and enlightenment in life. Z/Yen is based on a unique blend of Taoism, Confucianism, Buddhism, decadent subcultures, arrogant supra-cultures and humour. The philosophy, which highlights the duality in all business problems and solutions, is sometimes summarised as "a philosophical desire to make money." Z/Yen is believed to have been founded by Chao Kli Ning (see opposite), although only fragmentary evidence of the origins of Z/Yen survives in its rich oral tradition. Historians have long sought documentary evidence of Chao Kli Ning, the origins of Z/Yen and the zest for enlightenment which made the ancient business world what it is today.

EXCERPTS FROM THE ENCYCLOPAEDIA OF BUSINESS ARCHAEOLOGY PRIOR TO  
THE DISCOVERY OF THE Z/YEN PAPERS – THE ANCIENT EASTERN BUSINESS TEXT  
CONTAINED HEREIN.





## CONTENTS

PROLOGUE Z/YEN THINGS YOU ALWAYS WANTED TO KNOW ABOUT BUSINESS	11
CHAPTER ONE: CENTRALISATION/DECENTRALISATION CONFEDERAL UNITY	19
CHAPTER TWO: TECHNOLOGY GIZMO'S BIG ADVENTURE	27
CHAPTER THREE: HUMAN RESOURCES PEOPLE ARE FOR TURNING	39
CHAPTER FOUR: CONTINUOUS IMPROVEMENT QUALITY IS FREE	51
CHAPTER FIVE: MANAGEMENT INFORMATION THE QUESTION OF HU	63
CHAPTER SIX: LEVERAGED GROWTH BROTHERS IN ALMS	79
CHAPTER SEVEN: STRATEGY GREEKS HAVE A GENERAL WORD FOR IT	91
CHAPTER EIGHT: COMMERCIAL ETHICS KLI NING'S PRINCIPLE PROBLEM	105
CHAPTER NINE: SALES AND MARKETING SAVING FAITH	119
CHAPTER TEN: RISK/REWARD FAT CHANCE'S RISKY BUSINESS	133
EPILOGUE SEE YOU, Z/YEN	149



---

DECENTRALISATION IS ESPECIALLY  
GOOD AS LONG AS EVERYONE MARCHES  
TO THE SAME BEAT

(POSSIBLY FROM) FEAR AND LOATHING IN SHAANXI

WHAT IS THE SOUND OF AN  
ARMY'S FOOTSTEP?

THE THOUGHTS OF CHAO KLI NING



---

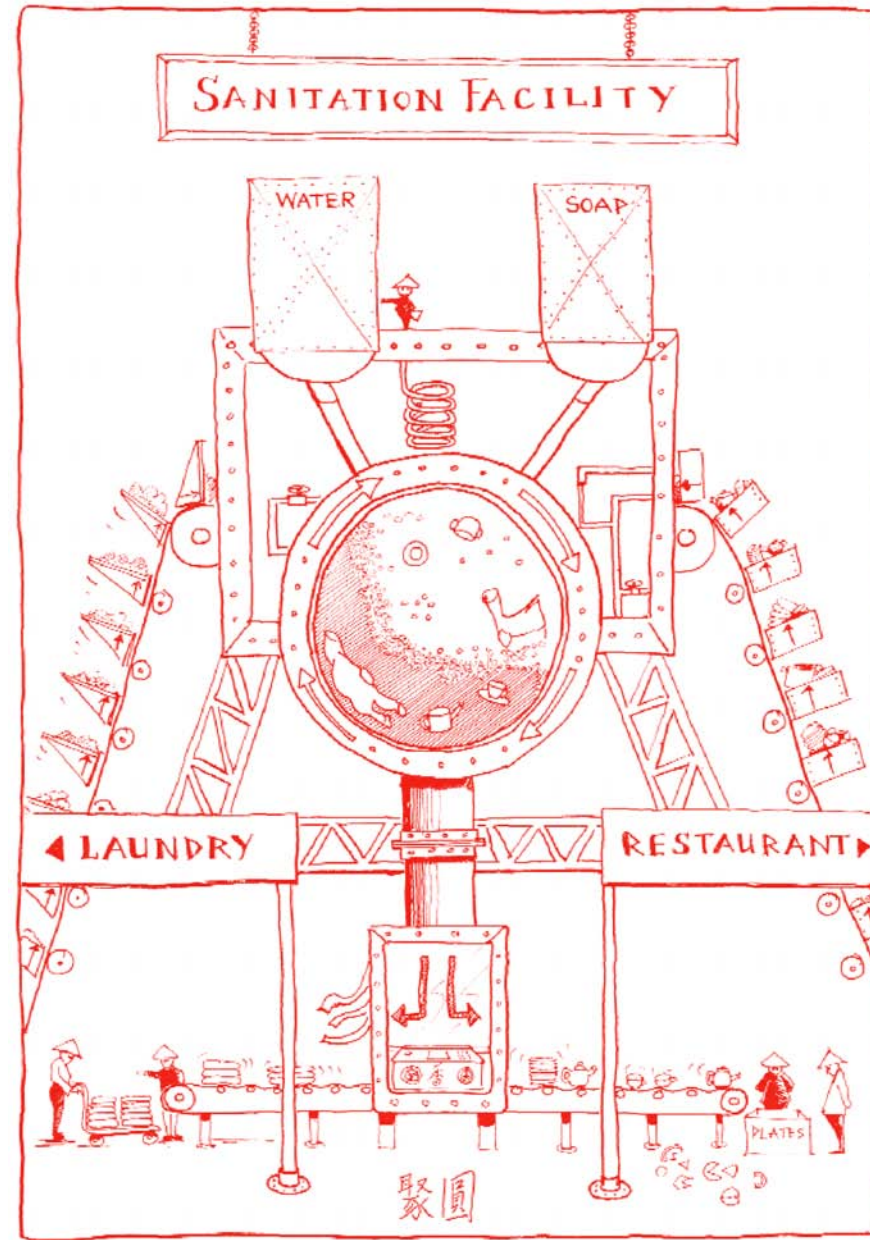
CHAPTER ONE: CENTRALISATION/  
DECENTRALISATION

# CONFEDERAL UNITY

Wherein many pointless discoveries of great importance are made concerning the benefits of centralisation, and then successfully reversed.

IN THE BEGINNING THERE WAS CHAOS. This chaos may be called decentralisation. Chao Kli Ning looked down upon the chaos and thought it was inefficient. Moreover, it was adversely affecting his profit. He asked Lo Fan to summarise the underlying processes in his restaurant and laundry. Lo Fan replied, “People come in, we take their money, they go away.” Kli Ning was enlightened and said, “You are quite right, Lo Fan, the common theme is soap and water. Henceforth we shall save both time and money. Take the clothes from this laundry and the dishes from that restaurant to the same place. There they shall be washed together to the benefit of our bottom line. And we shall name this place the Kwik Klining Duck Tea House and Laundry Sanitation Facility.” Lo Fan saw the wisdom of this and replied, “O master, as you speak, so it shall be done.”

And it was done. Many were the savings as Chao Kli Ning had foretold. Less soap was used. Fewer buckets of water were needed. Water heating costs



plummeted. Even Deng Zhou, the senior dishwasher, saw the benefits of change as his once onerous workload started to decrease.

There were a few wrinkles. Some laundry customers complained of unusual stains and a slight tea colour to their white garments. Others complained of missing small garments. The problem was usually temporary, as the restaurant manager almost always returned socks he found in the teapots. These complaints were trivial. Lo Fan confidently told the whinging customers that they could take their laundry elsewhere. He knew that this would have little effect on revenue. The nearest laundry was fifty leagues away. The dearth of alternative laundries was unsurprising. Chao Kli Ning's competitive business strategy included techniques that made the great general Sun Tzu a proud descendant of this progressive man.

Deng Zhou's ambitious niece, Yao Pi, had been a great help to Lo Fan in establishing the sanitation facility. As a junior dish washer, Yao Pi had been quick to adapt to the broader tasks of sanitation. She had identified many savings and had provided her uncle with perceptive career advice. Yao Pi was appointed head of sanitation. One of her first acts in this new role was to streamline decision making by appointing a deputy head of sanitation. Deng Zhou was encouraged to take early retirement. Yao Pi concentrated on reporting to Lo Fan and on a general sanitation strategy. Yao Pi ordered her deputy to liaise daily with the restaurant and laundry on demand and capacity.

Lo Fan saw many changes ahead and sought an audience with Chao Kli Ning. Lo Fan reported the changes already made and sought guidance on



roles, responsibilities and general reporting structure. Lo Fan asked, “O master, is centralisation always better than decentralisation?” Chao Kli Ning replied, “Get a detailed grip on the big picture, Lo Fan. When should the caterpillar move his third leg?” Lo Fan pondered long and he pondered hard before he saw the wisdom of Chao Kli Ning’s advice.

Sanitation collected and delivered dishes in batches three times a day. The restaurant manager, Po Chu, made some minor adjustments to restaurant operations to adapt to sanitation’s routine. Firstly, he set aside an area for storing dirty dishes awaiting collection. He also instituted a standard form for tracking batches of dishes. He found it necessary to set aside an additional area for holding returned dishes prior to sorting and storing. Po Chu often found that there were few spare dishes ready for use. Following the fateful day when there were no teapots for six hours, he decided to place an order for additional dishes. He also hired a new dish manager to take responsibility for dish planning and supply.

The laundry manager, Wan Chang, made some minor adjustments to laundry operations to adapt to sanitation’s routine. Firstly, he set aside an area for storing dirty laundry awaiting collection. Following customer complaints, including physical threats from village elders, he also established a small bleaching room for white garments. Many clothes in the large batches dried prior to ironing. Wan Chang installed a water tank for re-wetting these garments. He also hired a runner to retrieve stray socks from the restaurant.

One day Lo Fan was troubled. The bottom line had been getting worse. Lo Fan met with the laundry and restaurant managers. They both explained that there was less business in the cold winter months and that things would be better in spring. Lo Fan went to see Yao Pi, whose advice he valued. Yao Pi pointed out that costs were rising, particularly in the laundry and restaurant. Yao Pi suggested that management seek further efficiencies by centralising other processes, such as accounts. Lo Fan pondered long and he pondered hard on this suggestion.

Lo Fan went forth and sought an audience with Chao Kli Ning. Lo Fan brought grave news of worsening results, particularly with the extra staff, enlarged space and increased consumables. Chao Kli Ning was not pleased and vowed change. Chao Kli Ning asked Lo Fan to summarise his proposed solution.

Lo Fan replied, “Revenues down, costs up, save more money, centralise accounts.” Kli Ning was struck with Z/Yen enlightenment and said, “Get a big picture grip on the details, Lo Fan. Each man should be responsible for his own destiny. Henceforth laundry and restaurant shall be rent in twain. Divide this sanitation facility. Thus laundry shall take unto laundry and restaurant unto restaurant. And we shall name this process the Kwik Klining Duck Tea House and Laundry In-Line Product Process Streaming.” Lo Fan immediately saw the wisdom of this and replied, “O master, as you speak, so it shall be done.”

And so were changes made. Many forms died that day. The customers found fewer socks in their teapots and a surprisingly white wash. The restaurant found it easy to return to old ways, with Yao Pi’s former deputy as

senior dishwasher. The laundry found that it could charge a premium for extra-white bleaching. Yao Pi eventually found re-employment as junior dishwasher at her uncle's retirement home.

## QUESTIONS FOR STUDENTS

- Did centralisation work for the Kwik Klining Duck Tea House and Laundry?
- Would Yao Pi's career have benefited from proper succession planning?

## Clean Business Cuisine: Now and Z/Yen the humorous risk/reward management novel

---

The Sunday Times Book of the Week

“highly entertaining . . . wonderfully daft . . . hilariously sophisticated stuff” - DJ Taylor, “Zen and the Ancient Art of Making Yen”



**OVERVIEW** How to manage organisations, motivate people and make a quick buck: the eternal Z/Yen questions. As with many ancient questions, the answers have been locked away in obscure Eastern texts that have only recently re-emerged. At last, these excerpts from The Z/Yen Papers, modernised and re-published as **Clean Business Cuisine**, reveal to our age the one true path(s) to enlightenment. Today, with the benefit of these teachings, businesses everywhere will thrive and the course of history will be irrevocably improved.

**DESCRIPTION** **Clean Business Cuisine: Now and Z/Yen** is a novel modelled as a rediscovered ancient business text. It comprises a series of stories (or case studies) set around the workings of an ancient laundry and restaurant and its legendary proprietor, Chao Kli Ning. Each story is based on a simple duality, centralisation versus decentralisation, managing people or managing results, technology is wonderful or technology is useless. **Clean Business Cuisine** is firmly grounded in management theory and practice, served up in a wry, lighthearted manner for the general reader to enjoy.

**Clean Business Cuisine** is a uniquely enjoyable yet informative read, perfect for managers, students and anyone interested in enlightenment. The design of this book is stunning – a great gift.

### DETAILS

ISBN: 1 84059 227 3  
Format: Firm-cover paperback with illustrations  
Size: 198 x 210 mm, 160 pages  
Publication: 1 July 2000  
UK Price: £14.99  
4 to 24 copies £9.50 each  
25 to 100 copies £7.50 each  
over 100 copies negotiable  
Subjects: Management / Fiction  
Ordering: faxback (over)  
e-mail: [helen\\_griffiths@zyen.com](mailto:helen_griffiths@zyen.com)  
tel: +44 (0) 20 7562-9562  
[www.amazon.co.uk](http://www.amazon.co.uk)

## Clean Business Cuisine: Now and Z/Yen the humorous risk/reward management novel

### SOME OF OVER 50 RAVE REVIEWS

- ♦ ***“entertaining and excellent spoof...worth buying as a present for a colleague or customer”*** – Graham Hutton, “Book Reviews”, Long Range Planning, Vol 34, Issue 2, pages 268-269 (April 2001).
- ♦ ***“shows how business acumen can be successfully combined with humour, fun and a distinct lack of regard for convention . . . very sharp and even witty”*** - Ruth Sachs, “Kli Ning Up and Dum Ing Don”, Strategy, page 21 (September 2000).
- ♦ ***“Cleverly constructed and amusingly related, this will appeal across the board.”*** - Ingrid Fisher, “Best of the Rest”, Venture, page 202 (September 2000).
- ♦ ***“it’s a must for any management student . . . it really does make management studies fun while simultaneously covering all the main topics”*** - Lucy Cole, “Dealing with Dirty Laundry”, Kaleidoscope, page 26 (Autumn 2000).
- ♦ ***“firmly grounded in management theory and practice . . . design is stunning”*** - James Bayliss, “Clean Business Cuisine: Now and Z/Yen”, Business World, page 18 (August 2000).
- ♦ ***“Clean Business Cuisine is the 1066 and All That of management.”*** - Francis Beckett, “No More Chinese Laundry Blues”, Ambassador, page 32 (September 2000).
- ♦ ***“very tongue in cheek and very funny but also strangely enlightening”*** - Alex Smith, “Clean Business Cuisine”, Business Age, page 126 (September 2000).
- ♦ ***“light style and unforced humour”*** - David Shirreff, “Fishy path to enlightenment”, Euromoney, page 6, (August 2000).

**Quick and Convenient Faxback to +44 (0) 20 7628-5751**

#### Your Details

Name: \_\_\_\_\_

Position: \_\_\_\_\_

Company: \_\_\_\_\_

Address: \_\_\_\_\_

Post/Zip Code: \_\_\_\_\_

Country: \_\_\_\_\_

Tel: \_\_\_\_\_ Fax: \_\_\_\_\_

Email: \_\_\_\_\_

#### Your Order

Please send me \_\_\_\_\_ copies of:

***Clean Business Cuisine: Now and Z/Yen***

at a price of:

4 to 24 copies (£9.50 per copy)

25 to 100 copies (£7.50 per copy)

over 100 copies ( \_\_\_\_\_ per copy, as agreed)

If ordering 1 to 3 copies (£14.99 per copy), please add £3.00 for UK postage and packing or £6.00 for overseas postage and packing per order.

Once invoiced, I will send a cheque for £ \_\_\_\_\_ made payable to Central Books Limited.

Signed: \_\_\_\_\_

### ABOUT THE AUTHORS

Michael Mainelli and Ian Harris are founders/directors of the risk/reward management firm Z/Yen and the modern scions of Chao Kli Ning’s dynasty. Before reaching total Z/Yen enlightenment, Michael and Ian’s monastic duties included service as management consultants and corporate strategists, advising businesses and organisations on the one true path(s), as well as writing and contribution to numerous business publications (see also [www.zyen.com](http://www.zyen.com)).

## **Clean Business Cuisine: Now and Z/Yen** the humorous risk/reward management novel

---

### **CONTENTS**

Prologue – Z/Yen Things You Always Wanted to Know About Business; Chapter One: Centralisation/Decentralisation – Confederal Unity; Chapter Two: Technology – Gizmo's Big Adventure; Chapter Three: Human Resources – People Are for Turning; Chapter Four: Continuous Improvement – Quality is Free; Chapter Five: Management Information – The Question of Hu; Chapter Six: Leveraged Growth – Brothers in Alms; Chapter Seven: Strategy – The Greeks Have a General Word for It; Chapter Eight: Commercial Ethics – Kli Ning's Principle Problem; Chapter Nine: Sales and Marketing – Saving Faith; Chapter Ten: Risk/Reward – Fat Chance's Risky Business; Epilogue – See You, Z/Yen.

### **TELEVISION**

***"a fascinating book with fascinating accolades"*** - Becky Anderson, CNN World Business This Morning (7 August 2000).

***"a recipe for success"*** - Heather Scott, Sky News, (1 September 2000).

### **CELEBRITY ENDORSEMENTS**

***"Clean Business Cuisine offers advice on business principles and practices in a highly imaginative and entertaining way. It will amuse and fascinate business managers, students of management and anyone interested in life."*** - The Baroness Dunn of Hong Kong and Knightsbridge (July 2000).

***"A very lighthearted, entertaining read that would make an ideal gift."*** - The Rt Hon John Gummer MP (September 2000).