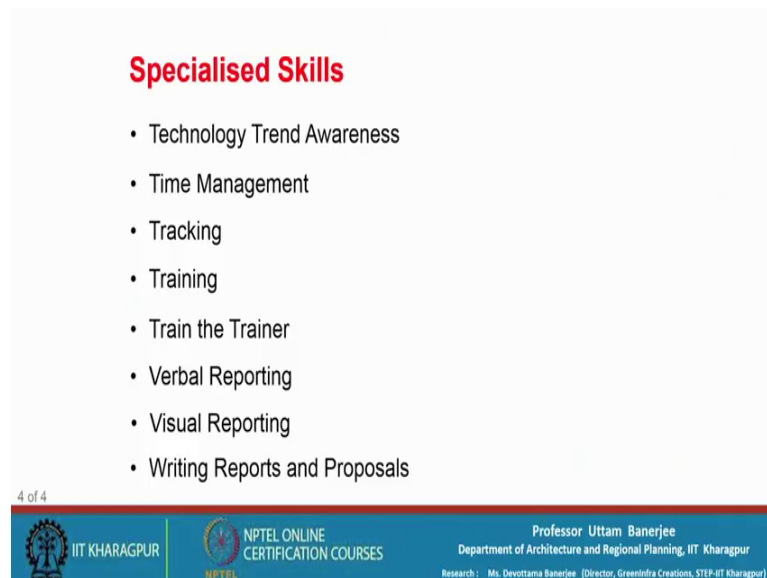


Soft Skills for Business Negotiations and Marketing Strategies
Prof. Uttam Kumar Banerjee
Department of Architecture and Regional Planning
Indian Institute of Technology, Kharagpur

Lecture – 22
Specialised Skills (Contd.)

Good morning. I am now coming to the last part of a specialised skill. After this in the next course of lectures, I will discuss about that communication skills. Once we complete all the skills together then, you find your soft skills are. So, many that it enriches you if you can invite all this positives.

(Refer Slide Time: 00:39)



Specialised Skills

- Technology Trend Awareness
- Time Management
- Tracking
- Training
- Train the Trainer
- Verbal Reporting
- Visual Reporting
- Writing Reports and Proposals

4 of 4

IIT KHARAGPUR | NPTEL ONLINE CERTIFICATION COURSES | Professor Uttam Banerjee
Department of Architecture and Regional Planning, IIT Kharagpur
Research: Ms. Devottama Banerjee (Director, GreenInfra Creations, STEP-IIT Kharagpur)

So, last set of specialized skills. Technology Trend Awareness; I said technology is (Refer Time: 00:50); that means, you are you can do things. Where of the technological change, the technology trend, how fast something is becoming obsolete, the process is becoming obsolete, the gadget is becoming obsolete, the computer system is becoming obsolete; means you are not keeping track of the trend. You may not be yourself, technologies have; you may not be able to handle computers and other things on technology.

But at least you are aware that technology is changing; this technology trend awareness is again a kind of you know skills set, which is very specialized, for which what you need to do is again keep track of all the publications, latest publications on the

technological advancements. In the whole world there are multiple technologies have been developed. My suggestion is you do not just to become technology trend aware person, you do not have to find out all technologies; you only focus on the technologies which are affecting or benefiting you, your operations, your business, your profession and your education.

Just take note of those technologies and then, try to find out all information about those technologies as much as possible; be were aware of it. There are several journals which comes weekly or fortnightly or sometime monthly, which gives you, you know all the versions changes like say improvement of the versions, whether it's a gadget or whether it is a system, whether it's a operating system or whether there is advance or whether they are plug-ins; that means, you should be very very aware of how it is changing because after 2 years then, you learn that the software that you are using, you are not aware that the version got changed twice in between.

And then, lots of improvements that has happened in the same system which you have not done or learnt about it. So, you are slightly backdated and this is where you are you might likely to lose certain opportunities because the clients also want you to be very much technology trend aware.

Now, look the other side, the client also has to be technology trend aware to understand that you are technological backward or up to date. Here the situation is it depends that friends who are listening to me in which position you are sitting. If you are sitting on the receiver side as a client, then that case at least be aware of the technological trends. So, that nobody can fool you, nobody can promise you something which is not happening.

But now if you are a delivery side, delivery side or server side in such cases you must demonstrate by informing people that this is a technology trend now and you are aware of it. You can go one extra step that is if you find that your client is not technology trend aware and you are then, just to win the heart of that client, you add that knowledge to him.

In case, suppose, you say that suppose if either the company whom you are working with now they are aware only up to the certain versions. Basically this technology trend awareness is done, developed not by you by the journals, by the publications even by the manufacturers.

You know, what the manufacturers they do is? They send the sales person's or sales booklets or manuals to all these companies who are potential user of that particular technology and then, keep on informing them about the advancement in the technology and if the client is takes that very positively and keeps on updating is fine.

But quite often you will find that they get that and do not pay attention to it and they strict to the older technology. With older technology, he might be doing his business well, but the new advancement, new versions which probably would help them in reducing time, increasing speed of work and getting more benefits of the products, out of the products in the business. So, if you find that the client is not really technology trend aware then, in that case if you are aware; then, to win the heart of the client you try to give 1 extra support to him by baking him aware which the producers and manufacturers did not do.

In case then you make them aware and tell them sir this is the latest version which is available in the market, maybe either you are not aware or you are your company's policy does not allow you to quickly update it, but you should then, tell him that what is the benefit of using this latest version. So, that you know they become more strong in their works and then finally, you become a friend. So, your personal technology trend awareness as a deliverer is important, at the same time as a business giver is equally important.

Time Management my last week will be totally dedicated on this, totally. I hinted on this earlier in somewhere the other, time is one of the biggest asset that we have. There's saying that god has given every individual at least one thing in equal amount, that is time. Every individual has got the same amount 24 hours a day; every individual. Do not try to just be with her social cultural, socioeconomic status.

Everybody has 24 hours in the stock. It is only how do they use it; it is considered that 24 hours that has been given by god to you is a purse full of 24 hours, within the 24 hours, somebody cares excellent things and there are many who are wasted this time.

So, I will discuss about this Time management as a last week's discussion I will go into many aspects of it and I will give you certain clues, how to manage a time. I can also tell you at this stage that I am not a very good manager of my time because everything is right when we say how to manage your time, but sometimes situations contexts might

not allow you to manage your time well. That does not matter. I cannot write well, does not mean that I should not know how to write well; I cannot speak well that does not mean how I should not know I learn how to speak.

I am sure that if you learn it and then you try to apply it then, if you cannot manage your time very successfully. Then maybe a little better improvement will happened to you. This is what I am going to discuss on this Time management. Tracking, Tracking they specialized skill which comes from many other sources, like tracking business, tracking opportunities, tracking qualification sources, tracking clients, tracking talents, thinking our business, you know the tracking is like whatever you want you want to reach that particular point to know more about it; this is what is tracking.

And in this tracking you just do not break the thread, do not break it. You try, you try to understand; you try to follow it through, if you cannot do it yourself. Then, allow somebody else to continue with it, but tracking is very very very important still.

There are many who are intrinsically very powerful very strong and likes to do his work as a sign does it very nice, but they may be in the team, one person who is specialist in tracking and he keeps on tracking. Earlier days when, there were no net facilities, network facilities at that time. They used to be one person appointed by a company who is to track all opportunities. So, his job was everyday in the morning, he will be supplied with ten twelve publics published newspapers which is likely to have different advertisements.

Tender notifications; his job was to identify this week or within this date what are the tenders which are applicable to them and where they should participate. This is tracking. He is assign not to be the newspapers; 10 newspapers he has to read, maybe the whole day. He is just going to shortlist out of this that will not read any other newspapers.

He will only identify, take only the tender notifications or the job notifications or the UAE notifications. He is going to make a short list of that and then, he is going to check how to which one is the earliest he has to address of the company has to address.

He supplies that information to another person and he takes it up and then, scrutinizes that and finds out how good the company themselves are fit for this. And then he works out the approach by which this has to be responded. Then, he gives it to another team

member who works out how to arrange all the series, all the portfolios of the company and then, everything is being given the person who brought out the entire thing shortlisted first he is also kept in the loop; till the end who prepares a brochure for sending the EOI, person there will be a person who is typing it maybe again.

Nowadays, it is all digital, you take a copy. Earlier it has to be retyped, reprinted or brochure printed. Then, when this is printed, then it is posted it; when it reaches the authority is where it is supposed to go. Then that trackers of your company tracks has it reached, whom it has reached, where is it lying now, has it reached the right department, what is the reaction of the people who got this EOI or Tender papers. Or which is the date they have declared, where are they going to have a tender opening time; everything has to be tracked. And not only that you have to also track sitting over there in the tender opening time that who is the lowest or who is the highest all that you know.

Who is technically most qualified? So, you have to track free aspects of it. Everybody cannot do that, it is a very specialized. So, tracking I will tell you, it is very very important. You know we say that if you have a skill I do not want to draw really a big differences between this skill and the marketing; at least if you have 50 percent marketing and 50 percent skill; your business is going to shine like anything. But, if you have 80 percent skill and 20 percent marketing; then, you are not going to do good business or if it is 20 percent skill and 80 percent marketing, you are not going to do business because the situation is that you have to almost balance this.

So, in the marketing the tracking is going to come and in the technological or your technical skills, it is your confidence is going to make the quality output of. Training; how you train people. I said they are not everybody can be a good trainer. I have said repeatedly; having good knowledge and having good friends skill. These are 2 different things, but one thing is very sure; if you do not have the knowledge you cannot train.

But if you have knowledge you can also train. So, it is not true that trainer can train without knowledge, but at the same time I would say that if you have knowledge, you did not necessarily have a good training skill. So, what is important is that knowledge and the training, how do you mix up together. It is why there are some teachers, you know somebody who is appointed as teacher; that means, he has a knowledge.

So, teachers are never selected based on lack of knowledge; teachers are selected or trainers are selected based on their knowledge and that knowledge which is very specific to the purpose and training is not like taking classes. Training is given some insights inputs cases to the persons who are attending your workshop or your training courses. So, you have to very specific within it.

So, it is a specialized skill. You ask any knowledgeable person that - you please give training, some people I have heard that when I invited, some people they say - I am not a very good speaker, I can work, I have worked in a profession, I create a good good buildings, good projects, but the things I am not a very good speaker. So, you donot please invite me as a speaker for training others how to design.

You ask me, I will tell you how it is to be done, but the moment I see more than one I become perplexed; I become nervous. So, the thing is this a specialized skill not everybody is born with it. Training is also thought, can be thought. Train the trainer is although more difficult; training is a skill as I said it can be thought.

So, they has to be a trainer who can train the other trainers; that means, you have a set of knowledge and you are creating a body of a group of experts who are now you know knowledgeable about your knowledge because you are not disseminating it and transferring it to them and then they become enriched with the training skills and then they train.

It is therefore, as we do have lots of training courses, you will find there are lots of courses which are called TOT, Training of Trainers. Train the Trainers, some people say TTT, Train the Trainers. So, training is a skill in which a knowledge, specific knowledge, specific to certain purpose, certain objective is disseminated to others; that is training and train the trainer is discernment disseminating to another set of people for creating them, them as a trainer; this is what it is.

Now a few things which are coming now I am very sensitive on verbal reporting, my suggestion is if you are doing something then, at least verbally report to your authority or to your superior.

Verbal Reporting is what? By protocol if you have taken an action then, you are suppose to report back to your organization that what is the outcome of your visit or actions; you

have to write, fine. That it goes into the records, in the books; but the thing is it is very important that before you shoot a mail telling your chairman that you had met a company executive, other company executive trying to look for this particular business and they had some positive responses. So, our company should take it forward, you can always write this in a mail

But it is always better if you can verbally first inform; because if you verbally inform in the process. Then what happens is you get more suggestions and it does not become very very, you know official. So, verbal responses very important, I know one case this. Let me share with you. There is there was an executive who was trying to get projects. He worked the whole day to get a lead and to develop a installation contact with 1 prospective client. At about 3'o clock, he gets a call for appointment at 4'o clock.

You think about the timing 9 to 5 is your office. At 4'o clock, he goes to that particular office and by the time he finishes his meeting, it goes to 6'o clock; his own office is almost closed, all his colleagues have left for home. He finishes a discussion and get some positive response and comes back to the office and he finds that his boss is sitting there and nobody else. What he does is he immediately him what he could had done is he could had left the office, either from there or return to the office and then go back home and the next day he could have reported formally to the boss.

What he did is instead, it was 6'o clock little more. He entered the boss's room and then he explained, what did he do for the entire day and now it is almost 6. What did he do? He verbally reported the whole approach, he said I found a lead and then, at by 3'o clock, I found a contact and there is a appointment at 4'o clock, I went there, I waited for half an hour. Though it was 4'o clock, but the meeting started at 4. 30 and then it was only for 15 minutes.

But I discussed with the officer for about 1 and half hours and then, by you know sorry 1 hour and by then we are come to these, this, this kind of conclusions which is very positive for a company; we might get the business. He informed the whole thing verbally to the boss. Now, what is bosses reaction to the whole situation? Boss is thinking this gentleman, whose office got closed at 5'o clock; even if he knew that at 3'o clock he got up call for appointment at 4'o clock, he knew that if he goes that it will be crossing 5; he never bothered for that personal benefits or comfort.

He took the opportunity, he went there and he waited there for half an hour and then the meeting which is supposed to have 15 minutes; he talked with the prospective client for 1 hour. He trying to develop a business between our company and that company this (Refer Time: 19:04) did it and he came back here he could not gone home from there, but he came back here and now he is reporting it to me it gives a very positive reaction to the boss.

Boss things, this person he makes additional efforts to contact some client, number 1. Number 2 is he never bothers about his own comfort. Number 3 is he does not bother about even like say where the he will be delayed beyond 6 or 7 or 8. He is thinking only about the company and his prospective business, very positive. Number, next is he came back and since he saw me he is also reporting me. So, that he is keeping me 1 day advanced informed. I would have learned the whole thing tomorrow, but he kept me informed today; that means, I am 1 day advanced in terms of information.

So, I also have a time to think about how to go forward further taking a link from him or clue from him or lead from him. So, when he takes it, the boss things that this gentleman is very potential person, he is a very innovative person, he is thinking about the company and he is thinking over the company's benefit and he is keeping me informed. So, he is not hiding facts.

Quite often bosses are very skeptic, that if in any progress in terms of business opportunities are made by some subordinate. They try to keep it under wraps. So, that they can take the benefit of this and they can explain you know they can compromise this with there, you know benefits of promotions.

Keeping the boss is not in confidence and keeps on going and only at the last moment, he breaks and use and takes the whole credit, but this gentleman did not try. This gentleman he tried to keep me informed about it before and tomorrow maybe I will think tonight and he is also thinking tonight that how to go forward and by tomorrow we will make our game plan, how to approach the client with all our materials and in a context, to impress them and get the project as fast as possible; what is the final outcome.

This is verbal reporting. Next day you will probably writing a mail or writing a letter or writing a note seeking permission to go forward etcetera, etcetera. But, what is the final result? A final result is this person who did this, he got a promotion faster than his

colleagues; earlier than the colleagues and the company considered him to be 1 of the very potential person. So, finally, at the end maybe at the very later end of his career, he become the partner of this company.

So, verbal reporting never ignore, never think the verbal reporting in terms of government documents. In government documents verbal reporting has no meaning. Everything that is written has meaning and verbal reporting is not to be trusted as an evidence of anything, but in corporate, in private, in personal business, in small to big businesses verbal reporting is very very helpful thing.

Another is Visual Reporting, interesting. This a very funny thing which I will share with you, see all these cases which I am sighting. This all these I have heard or I have practice or I have got the benefits or I have I heard other saying and they got the benefits and all that is why I am reporting this to you.

Visual Reporting, 1 person take the case; there are 2 persons, 2 colleagues who are competing with each other, but the thing is it is not a bad competition both are the same level, both are doing their jobs. Out of these 2, 1 person their office starts at 9'o clock and closes at 5; 1 person, he comes to the office as at 8:15 to 8:30 and then, he goes out after 5:30, 1 person; the other person he is very time bond. He comes to the office exactly at 9 and goes out exactly at 5, who is better.

The person who is coming exactly at 9 and goes out exactly at 5 nothing wrong everything is good. The person who comes 45 minute before or goes half an hour later, we might consider he is better. Actually when I heard about the fact, I really burst into laughter. The person who I asked, why do you come to the office at 8:15? He says I can not do anything because I have to drop my child at the school at 8'o clock and if I have to drop my child at the school at 8'o clock by my car and then after that why should I go back home, I rather come here and you know relax. That is why he comes at 8:15 and incidentally the boss comes to the office almost as 8:20, 8:25.

So, when the boss comes in first in the office, he finds the one of the colleagues, a junior college he is sitting there since early before him. So, he thinks he is more serious. Now see the other part of it. The same boss is watching the other persons entry and he finds and 9'o clock sharp this person enter, he looks at his watch and he think, Oh! this man is

so time specific that he comes at 9, he cannot even think of coming before, but he is right; the other person is right 9'o clock, now look at the exiting time.

When I ask the other person that why do you stay for and the half an hour to for 45 minutes? He said I cannot do anything I have to pick up my wife from the, from a place every time which is about 40 minutes after my 5'o clock closer. So, why should I go home and then again, go to that place and pick up my wife. So, I stay in the office is a good environment, I have here, I read my book or journals and you know chat with friends and then 45 minutes I spend and then I go out and pick up my wife.

Boss thinks the other person who is leaving at 5, he is very time bond. So, he is leaving at 5'o clock and this gentleman he spends 45 minutes extra in the office. Now boss is mind you read. The number 1, person who is coming 45 minutes before and going 45 minutes after, boss thinks 9 to 5 plus 1 and half hours extra; this man is serving. Actually he is not, he is not serving. Very interesting, he is not serving that extra 1 and half; that extra 1 and half hour either he is chatting with his friends or he is reading some books and journals and magazines or whatever. He starts his work exactly at 9'o clock and finish work exactly 5'o clock. Then, he again relaxes.

But in the boss is mind his time dispensed is 9 to 5 plus 1 and half hours. The other person who does all his job and comes exactly 9'o clock and does his job 9 to 5 very very diligently. Boss thinks he is very critical values 9 to 5. So, in case of promotion, what happens is the other person who spent extra hour in the office not for the benefit of the office, but he got the promotion. This is very very funny and this is very realistic mind it.

So, the point is this is what is visual reporting what the earlier number 1 person did is, he visually reported to the boss that he is here he is here early and also he is going to go late, he is going late and other person visually reporting that he is very times specific 9 to 5, very interesting, but I will tell you very tricky. I have a note of suggestion in this, while visual reporting you do not have to really make false information, you do not have to give him false impression that you are working extra.

But I have here, I am strongly recommending, if you are coming 1 half an hour before or 45 minutes before in the office and you start working there at least make sure that now your boss sees that your working not boss sees that you are coming; boss also should see

that you are working. You do not have to go and tell him look I am what an half say 45 before earlier, no, do not have to say that, but be on a table keep on working.

The boss is moving around, he will watch you he will see, that is now 8:30; this gentleman is already working. It is visual reporting, you are visually reported. If you are going somewhere for any appoint meeting and appointment always make sure that you are going to inform your superiors of the boss appointment has a fixed by your receptionist maybe or the secretaries maybe, but definitely make it sure that your boss or the superiors, they know; if not at least of colleagues know where you are going.

Because if you do not say that you simply you know quietly go out with the intention of not disturbing others then, everybody things that you are sneezing out, you have just you are your slipping out of the office, you are just leaving do not do that.

So, Verbal Reporting and Visual Reporting these two are very strong game plan, which you have to practice and use it as your specialized skill, but be very careful about it. If you are giving any false information or false impression through your verbal and visual reporting that can become dangerously counterproductive.

But, however, in both the case what I have sighted over here, the first one I sighted is very important; it is something like you know I say that you are honest, you are bound to be honest, if you are honest demonstrate your honest; you are right full, you are bound to be right full, then demonstrate that you are right; you are knowledgeable, you have earned the knowledge, then demonstrate that you are knowledgeable. Do not keep quiet, do not hide it, do not think that is the extra you know demonstration of your activities. No, where certainly you can do that.

So, the case I said for verbal reporting, if you are working extra then, verbally report at least to the to your boss that you are working extra. And to ensure you know there are many ways of doing it. Suppose you have you have an appointment somewhere and you have gone there and you have been assigned about 1 hours of job there, but by virtue of the situation the boss is not available in the office or maybe he is busy in meeting, you are not getting an opportunity to meet him exactly when the appointment is, you have to wait for 1 more hour.

In such cases my first suggestion is report to your office, saying that I had an appointment at the 4'o clock, the person who I am supposed to meet either he is not in the office or you say that he is busy in a meeting and I have been requested to wait for it. So, I am waiting, report it; because if you report it.

Then, your extra work that you are doing or extra time that you are spending is automatically being recorded as your duty and the job performed or else if you have an appointment at 4'o clock and the person whom you want to meet he met you at 6'o clock and then you went home, you did not return at 5'o clock, then, the company or your colleagues on your boss will think that you are taking advantage of external meeting, you left the office at 4'o clock for a meeting at 4'o clock and within 14 minutes or half an hour the meeting was over.

So, you know you now you saying your half an hour time for your own personal benefit. So, you took the advantage of this and gone home. Do not do that. Report it. So, use your telephone, every time to report what you are doing when you are out of the office; by verbal reporting and use your gestures, movements when you are inside the office through visual reporting.

I hope you understand these 2 things very very categorically. It is a not trick, it is not a game or it is not a cunningness that you are doing. It is only you are making situations comfortable, which I am sure that if you really do it very rightfully you will get the benefit of it. Most often it is reflected in your either increments or promotions. The last 1, in this specialized skill is Writing Reports and Proposals, agree or not.

There are many courses which are thought in leading institutions in how to write reports and how to write proposals. People have been trained, educated people, experienced bureaucrats, experienced officers, experience research and they also need to be taught how to write reports and how to write proposals. This has nothing to do with your knowledge in general because knowledge everybody is selected or appointed based on their background knowledge that's checked, already scrutinized and checked.

But give any expert to write a proposal, you will find that he does not know how to write a proposal; writing a proposal is a very strong methods by which you have to do it. It is something like you know writing in that writing a proposal is something like not producing about 7-8 pages of documents. Sometime the professor maybe about 50 pages;

it is not 50 pages rubbish. No, writing proposals is the points that you are highlighting here or mentioning here which are very pertinent to the purpose of the proposal.

So, when we find RFP, Request for Proposals then, we really find out many people who are knowledgeable and experienced, but cannot write proposals. So, writing RFP, responding to RFP means request for proposals in such cases you also have to have good skill in writing proposals.

This is also specialized skill. Sometime in a company, 2-3 persons are identified by virtue of their past demonstrations, that you are very strong in this writing proposals and they are always given the opportunity and rest of the other experts are requested to support them with supplying information facts and figures and also guidance.

But writing finally, the proposal is left to 2-3 specialists in it. Similar is for the reports see proposals is for something which you are thinking about it and reports is something which you are now reporting based on his progress and writing reports is also very very important, you know important issues; we say technical writing.

All the engineers, all the doctors, all the technical person you know they may be highly knowledgeable, but when they asked if I can do for you find that there are lots of technical errors and in this writing report and proposals there are certainly you know formatting system, the size of the fonts, header some header, body text, the fonts, it is color, it's bold or italics, the syntaxes everything is important.

The page composition, compositions of the text, compression the text and the pictures, number in the pictures, number in the tables there are many many such techniques which are thought which are thought; that means, it is a course that you learn how to write reports, but ultimately when is sit down to write a reports thought by the same teacher 40 students, the same subject.

Now you judge the report written by all 40 persons you will find there is a Helen and difference because if everybody has followed very methodically then, the discrepancies will be minimum, but the thing is writing reports and writing proposals is a specialized skill which people should have.

Here you know up to this point I have discussed about all those other skills except the communication skills in my next week I will discuss about the communication skills and I will take you to some demonstrations, that demonstrations I will do it yourself you know it can be done and I am separating this communication skill to club it with verbal communications and non verbal communications, that is why I am I have shifted this to the next week.

So far whatever you have discussed my suggestion is friends you go to all these points individually, listen to me repeatedly if you want and wherever you agree you tried if and try to identify whether you are weak or strong and then, if you are weak try to improve of you are strong, you make it stronger.

And the whole set of soft skills, if you keep on imbibing one after another and at 1 point of time, when you look back look at yourself then, you will find that you are become a very strong personality not necessary for business and marketing, but for everything a strong individual personality.

Many of these are not your cup of tea because see penetrating may not be a cup of tea, you have sold yourself, respect all you know, respect your own dignity that you do not want to penetrate without fear that somebody may you know turn you out push you out, throw you out; not everybody can go for sales and marketing because they people are afraid or reluctant to take refusals and in the sales and marketing it is said that if you refuse ten times face it, not everybody can do that; that is why I am saying many of these may not be your cup of tea.

But I am sure that if you look at it if you analyze it and try to imbibe it and then definitely you will be reaching a good personality level. So, ambulating looking at others performing on the soft skills individually maybe, the moment you see somebody has done very nicely you emulate it.

But one note of cautioning never over do, never overdo overdoing showing a demonstration of emulating this is going to put you in a wrong situation, not a cautioning here. There are some people who are very good at humor and they can always link a joke which he has heard or a proverb which he has learnt with the situation.

Suppose you are in a group and there is one person who is very good in cutting jokes and he cuts the jokes exactly the right jokes in the right time in the context and everybody enjoys and you think this is what I am going to emulate and now you start learning jokes and then, you are in another company and then in another context suddenly you pick up retrieve joke and then you cut and it is a very very silly joke you make a very cut a very sorry figure, do not do that.

That is why my point is try to imbibe it, but do not overdo always try to analyze very critical about yourself because end of it yourself respect, your self-dignity should not be at all heard where you are trying to exercise all this skills in reality in the field, is it ok.

So far if you have any questions, any queries, any further things to learn then, please feel free to contact me in the addresses that I have given and my Email ID is ukb at the rate erp dot iitkgp dot (Refer Time: 38:37) dot in. In one of the lectures, I have already given and my phone number is 9434005812, please feel free to communicate. So, that I know that what I have tried to share with you whether it has reached the right minds.

Thank you very much; wait for the next week.