

## Fig 14-2 'Elite' – Customer Survey - Image

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### How would you describe X's image in the market place?

- Very big – gives confidence and comfort – capable – high quality (A)
- Thrusting, growing company – upper mid market – much improved (B)
- Premier company – top end – expensive – lacks some expertise in design (C)
- Very professional – hard nosed – want good quality brief – work well with us (D)

### Does this differ from what they think their image is?

- See themselves as market leaders (A)
- No real difference (B)
- They feel expertise in design is greater than it is (C)
- No difference (D)

## Fig 14-3 'Elite' – Customer Survey - Service

**Overall, how satisfied are you with the service you receive from X? (1 to 10, low to high)**

- 7 or 8 (A)
- 8 or 9 (B)
- 8+ (C)
- 7 or 8 (D)

**What aspects of their service are you satisfied with?**

- Problems resolved quickly – good account manager – commitments on time (A)
- Right fittings for right store arrive on time – good design / development service (B)
- Quality of work – delivery on time (C)
- Availability and access very good (D)

**What aspects of their service are you dissatisfied with?**

- Control of sub-contractors – need right man on site – contract management weak (A)
- Not enough development dialogue – new products not assembled and tested before delivery (B)
- On site supervision not always good enough (C)
- Good 'white collar' poor 'blue collar' site managers – design resources weak (D)

## Fig 14-4 'Elite' – Customer Survey - Products

**How would you rate the quality of the products that X supplies? (1 to 10, low to high)**

- 10 (A)
- 7 or 8 (B)
- 8+ (C)
- 6 (D)

**What aspects of their products do they do well?**

- Innovative approach – good working partnership (A)
- High specification standards (B)
- Finish is good – less snagging than with others (C)
- Good enough, but expect better (D)

**What aspects of their products could they improve on?**

- None really (A)
- Standard of finish on laminate surfaces – minimise use of special materials (B)
- Metalwork could be better – could be more innovative (C)
- More attention to detail – more proactive with new ideas (D)

## Fig 14-5 'Elite' – Customer Survey - Premises

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### Have you ever visited any of X's premises?

- Head Office and Factory 1 (A) (B) (C) (D)
- Factory 2 (A) (B) (C)
- Factory 3 (A) (D)
- Factory 4 (C) (D)

### What was your impression of them?

- Impressed by efficiency – pleasant people – clean factories – pleasant offices (A)
- Business like – nothing jarred (B)
- Offices OK – housekeeping pretty good (C)
- Very good – good showroom – good boardroom – neat and clean factories (D)

## Fig 14-6 'Elite' – Customer Survey – Management & People

**Which levels within X have you had contact with in the last year?**

- Most senior management (A)
- CEO – senior & middle management – organisation now much better (B)
- Senior & middle management – installation teams (C)
- CEO – senior & middle management – on-site managers (D)

**Have you any comments on their capability?**

- 100% confidence in them – response first class – right team (A)
- Open, intelligent, pleasant management at Factory 1 – not so good at Factory 2 (B)
- CEO taking company the right way – new man on Design is good (C)
- RK good – LB good site manager – LH good but needs to be more commercial (D)

## Fig 14-7 'Elite' – Customer Survey – Conclusion

### How does X's performance compare with that of competitors?

- Can get same quality elsewhere – very competitive prices – quality better than Y or Z (A)
- Competitive – good value for money – big scale – potential to be the best (B)
- Good manufacturing and installation – not as competitive – Z has stronger experts (C)
- Competitive – very good – wants to improve – can take leading position in Europe (D)

### What one thing would most improve the quality of X's service to you?

- Contract management – on-site management – more attention to detail on-site (A)
- Guaranteed deliveries – for on-site people to know what's coming in what sequence (B)
- Price (C)
- Quality of work on site – attention to detail (D)

### Any other comments on X or their quality of products and services?

- They understand us – know what our customers want – good ideas – like the model store (A)
- Would like a more proactive approach on new ideas – strong manufacturer (B)
- Would prefer a more central showroom and sales office (C)
- Seem to be investing wisely – now lean and slick – offering one hell of a service (D)

# Fig 14-8 'Elite' – Products – Appearance 1

## General

- All surfaces must have a smooth flat finish (like MDF)
- For all materials the appearance of the edge must be as good as that of the surface, and be uniform, clean and sharp

## Laminates

- Laminate surfaces must be cut cleanly and there must be no defects in the substrate or the glue which affect the flatness of the surface, and no surplus glue on the edges

## Veneers

- Veneers must always match in grain and colour, and be knotless (unless knots are part of the agreed appearance). Veneered edges must match the surface

## Perspex

- Perspex surfaces must always be protected to avoid scratches

## Fig 14-9 'Elite' – Products – Appearance 2

### **Glass**

- All glass must be free of imperfections. Glass edges must be polished and bevelled, and the bevelling must be uniform

### **Coated Metal (including Painted and Chromed)**

- Coated metal surfaces must be uniform with constant colour and texture, and free from pits and rust. The depth of finish must be reflected in the surface. The surface must be scratch resistant

### **Multi-Units**

- All units that are combined to form multi-units must match in profile as well as finish
- The junction of all surfaces must be flat to the touch and all design features must continue through smoothly from item to item

### **Protection**

- All finished surfaces and edges must be protected in an appropriate manner at all stages of manufacture, transport, installation and hand-over to the customer

# Fig 14-10 'Elite' – Products – Fitness for Purpose 1

## General

- Fitness for Purpose is a contractual and legal requirement in accordance with the laws of our country. We must not only comply with a contract specification but we have an implied duty to ensure that the requirements of these laws are met.
- As we are manufacturers and installers, we also have an implied design responsibility to ensure that our manufactured products will withstand the requirements and the purpose for which they are intended. In addition, we must allow for any reasonably foreseen eventualities that might occur which would affect the Fitness for Purpose criteria.

## Safety

- All items designed to carry load or weight must be tested to 2 times the required loading without permanent distortion
- Where a specification is given, products must conform without exception. Any specifications that appear not to meet the intended purpose must be queried with the customer and agreed in writing. Material specs must meet national published standards as a minimum
- All services work must be carried out to match the latest edition of regulations for the country to which it is to be delivered and installed
- All inter-connects must be strong, positive and accurate. They must be positively located and capable of assembly and dis-assembly without the use of unreasonable force

## Fig 14-11 'Elite' – Products – Fitness for Purpose 2

### Reliability and Durability – Components

- Items assembled within the works, but then dis-assembled for transport, must be clearly marked and with appropriate fixings packed adjacent for re-assembly
- Where items are supplied in component form, or for KD equipment such as gondolas, rails, racks, etc, all items must be checked to ensure they fit together with all design features matching and all fixings aligned. Sample units from each long run batch must be test assembled before despatch
- All KD items must be provided complete with each unit delivered as a self-contained pack

### Reliability and Durability – Drawers

- For drawers located below 750mm from the ground, loading must allow for misuse by sitting or standing on them unless the customer agrees otherwise
- All drawers of a similar size must be inter-changeable
- Drawers must be fitted with no more than 1.5mm clearance all round
- All drawers must be supported on metal and nylon roller tracks or telescopic tracks where required unless the customer agrees otherwise. Tracks must meet loading standards and be self-closing
- Drawer locks must always be suited (in consultation with customer)
- Inside drawer finish must match the external specification
- Handles must be fitted tightly with a system that prevents them working loose

## Fig 14-12 'Elite' – Products – Fitness for Purpose 3

### Reliability and Durability – Brackets

- Shelf brackets must be factory fitted. Where this is not possible, locations must be pre-formed in the component before sending to site
- Adjustable brackets must be manufactured to allow relocation without unreasonable force
- Brackets must be designed to minimise obstruction to merchandising on shelves

### Reliability and Durability – Doors

- All doors must be constructed in material of sufficient thickness to avoid bowing. Where a surface finish is applied, a similar material or finish must be applied to the reverse side as compensation
- All doors must be factory fitted to the cabinet unit, complete with all ironmongery, and must stay open in the full open position
- Where non-cabinet doors are provided, these must be pre-finished, including all ironmongery

### Reliability and Durability – Wall and Screen Panels

- All back panels must be constructed with material of not less than 12mm thickness
- All fixings or strengthening rails must be pre-fixed before delivery
- Panels with surface treatment applied to face must have similar treatment applied to reverse side
- All surface treatments must be applied at the factory before delivery – or sealed

# Fig 14-13 'Elite' – Products – Fitness for Purpose 4

## Reliability and Durability – Services

- All items requiring services must have them fitted and fully checked before delivery
- All service items must be supplied with push or clip together connections
- All service runs and cables should have free access but remain concealed

## Implications – Design

- The company must produce a Standard Design Specification that defines the standards for appearance, safety factors, tolerances and reliability
- All customer designs should be reviewed against these standards. Where their designs fall short of these standards, they should be advised of the difference and any associated costs
- Customers should be encouraged to work to the Company's standards

## Implications – Costs

- There may be cost implications from some (but not all) of these standards. To avoid the situation where the Company's pricing as a result of these standards becomes uncompetitive, major customers should be approached with a view to specifying these criteria as standard

## Fig 14-14 'Elite' – Products – Fitness for Purpose 5

### Implications – Costs (contd)

- Any cost implications will be minimised as far as possible by -
  - Reviewing all existing and new products by Design and Development
  - Making maximum use of KD construction
  - Arranging minimum deliveries to site
  - Completing all snagging before leaving site
  - Giving clear specifications to suppliers and checking on arrival

### Implications – Product Liability

- The company should seek specialist advice on this matter to reinforce the use of these standards
- Customers must be informed of any disruption on site prior to commencement of contract
- All working areas on site must be screened and securely separated from the public
- All site equipment such as scaffolds, ladders, etc, must be well maintained and used in accordance with the Safety Manual

## Fig 14-15 'Elite' – Products – Ease of Maintenance

### Ease of Maintenance

- Every visible surface must be finished or sealed in some form
- Every surface in a wet environment must be sealed
- Customers must be encouraged to specify materials that can be easily cleaned
- All customers, on completion of contract, must be provided with a booklet advising them of the correct way of maintaining the surfaces and the correct cleaning methods that should be used
- Where fittings incorporate services, the access and services must be designed to enable isolation of the feeds and the removal with ease of any service components
- All glass panels must be suitably “bedded”
- Where possible product design must be on a modular basis to permit easy replacement of damaged parts
- Acute angles must be avoided in inter-connecting surfaces to avoid cleaning difficulties. Where surfaces require regular extensive cleaning (eg food areas), the junctions between the surfaces must be covered or rounded
- Edges or base plates that are liable to damage from trolleys etc, must be designed and constructed in a material such as PU edging or damage resistant hardwood
- All surfaces must be anti-static
- Where possible all units must have appropriate ground clearance to ease cleaning problems

## Fig 14-16 'Elite' – Products – Frequency of Updating

### Frequency of Updating

- A review of major customer products must take place annually with customers on a formal basis
- Latest product versions must always be formally offered to major customers
- The Company must be more alert to the latest ideas in product development, material innovation and retail methods, and incorporate them into every-day activities
- All designs must be catalogued with a serial suffix. The CAD system should automatically always offer the latest design
- Details of all standard products for specific customers must be filed in a safe and easily re-locatable form, clearly catalogued and dated
- Before commencing any new contract based on previously held product information, the customer must confirm the base information to be worked on

### In addition, the following policies were agreed

- The Company will proactively establish a formal / informal environment with its customers through which it can bring forward new design ideas
- The Company will instigate a comprehensive development program for new products in line with customer perceived needs

# Fig 14-17 'Elite' – Service 1 - Standards

## Customer Service

- The right materials must always be delivered to the right location at the right time
- The site manager / supervisor must always know what is arriving when and must be capable of organising the installation with minimum disruption and minimum (ideally no) snagging
- All customer contacts whether direct or indirect must display -
  - Professionalism
  - Enthusiasm
  - Technical Ability
  - Honesty
  - Competence
  - Efficient Response
  - Accuracy
  - Attention to Detail
  - Helpfulness
  - Respect
  - Determination to win their business however small

## Fig 14-18 'Elite' – Service 2 – Achievement

### Achieve customer commitment standards by -

- Appropriate contract planning and control systems
- Proper delegation of responsibility and authority for all functions
- Effective monitoring and feedback system
- Splitting customer commitment responsibility for all jobs by size between Operations Director, Operations Manager and Salesman
- Customer commitments should only be given by staff authorised to do so. Thus all staff need to know their level of authority in this area
- Customer commitments need to be incorporated into all departmental programs
- Progress on contracts must be monitored against formal program targets to completion or phased handover as appropriate
- Customers must be advised as soon as a delay is likely to affect the committed delivery date. Notification should be made by the relevant sales person or by Project Manager. All such notifications must be confirmed in writing

## Fig 14-19 'Elite' – Service 3 – Achievement

**Achieve customer contact standards by example of senior staff and by -**

**- Professionalism / Technical Ability / Competence -**

- For direct customer contact -

- Sales training supported by specialist videos
- Telephone techniques training
- Management training programs
- Statement of group standards
- Immediate notification of delays / problems
- Immediate answering of telephone – no more than three rings
- Training in product knowledge

- For indirect customer contact –

- No spelling mistakes / spell checks
- Standard style for company letters
- Order confirmations

**- Enthusiasm -**

- Training in voice modulation techniques for all customer contact staff
- Strict vetting of all receptionists – must be able to smile on the telephone

## Fig 14-20 'Elite' – Service 4 – Achievement

- **Accuracy -**
  - Training in what information is available – and where it is stored
  - Training in who can provide this information – and who can authorise it
- **Attention to Detail –**
  - Systems awareness training – data integrity
- **Helpfulness –**
  - All calls to office phone diverted to reception after five rings and message taken
- **Determination to Win Business –**
  - All customer queries to be answered within 24h
  - All customer complaints acknowledged within 24h and seen by Division MD within 48h
  - All letters / quotes to contain personal invitation to call sender with any queries
  - All quotes to contain two optional dates for follow-up
- **All above applies equally to supplier contacts**

## Fig 14-21 'Elite' – Premises 1

### Layout

- Sequential activities in the flow of material or information should be located accordingly
- All gangways must be clearly defined and hatched
- Departments must be signed with contact points indicated
- All office and customer areas must be well decorated and fitted with neat, well-designed, matching furniture and equipment

### Housekeeping

- All litter and process detritus must be held in suitable containers and emptied at regular intervals throughout the working day
- All areas (including toilets) must be cleaned regularly to the highest standards
- All areas must be well lit to the appropriate level for the type of work
- There must be no unframed pictures above bench / desk height
- All files, records, etc must be stored out of sight
- All desks must be clear at night
- Institute a 5S program – a place for everything and everything in its place

## Fig 14-22 'Elite' – Premises 2

### Safety

- All Safety regulations must be clearly identified at agreed areas
- All fire precautions must be observed with regular testing of equipment and procedures
- Fully trained first aid, fire and safety officials must be clearly identified to all employees
- All protective measures must be rigidly enforced
- All visitors must be alerted to the Company's safety requirements
- CEO must make regular H&S inspections, including six monthly inspections of Master Manual

### Maintenance

- A planned maintenance program must be instituted
- CEO must obtain updated survey and carry out six monthly inspections

### In addition, the following policies were agreed

- The Company will decorate all factory areas and will incorporate corporate image
- Showroom will have a formal rolling up-date program

## Fig 14-23 'Elite' – Corporate Image 1

**What words describe the Group today? How would you like to see it described in future?**

- Self-satisfied
- Unconscious of the real meaning of quality
- Unaware of what customers really think
- Unable to give true commitments to customers
- No proper allocation of responsibility
- Technically strong but managerially weak
- Self-ambitious
- Determined but disorganised
- Responsive but unco-ordinated
- Reactive
- Market leader
- Customer orientated
- Quality conscious
- Adaptable and innovative
- International
- Highly knowledgeable in the business
- Reliable
- Consistent
- Competitive
- Outstanding service
- Having the best quality
- Partners and advisors
- Planned
- Clearly well organised
- Performance guaranteed
- Ambitious
- Determined and committed
- Be the most responsive
- Proactive
- Market leader
- Customer focused
- Quality foremost
- Innovative
- International
- Design leaders
- Reliable
- Consistent
- Competitive – value for money

## Fig 14-24 'Elite' – Corporate Image 2

**What attitudes do you want all of your employees to display?**

- Proud to work for the Company
- Decisive
- Teamwork – disdain for demarcation
- Ready acceptance of responsibility
- Smart
- Orderly
- Industrious
- Committed
- Communicative both inside and outside the Company
- Use of controlled initiative
- Ambitious
- Belief in the Company
- High achievement
- Understanding of importance of profit

## Fig 14-25 'Elite' – Corporate Image 3

### How should the Group demonstrate these attitudes and standards?

- Appearance and quality of products
- Delivering on time
- Competence and efficiency of all staff
- Branding of products
- Clean well-decorated offices and factories
- Smart clothing for all office and sales staff
- Uniforms (summer and winter) for factory and site staff
- Company emblem for all staff to wear
- Car cleaning allowance
- Clean windows in factories and offices
- Tidy, litter free car parks and well maintained gardens
- Prominent signage on all premises
- Clear house style for all communications – written and verbal
- Rewards for suggestions on improving customer service
- Effective training and development programs for all staff
- Effective advertising and PR activities
- Speaking at or attending conferences

## Fig 14-26 'Elite' – Corporate Image 4

**What are implications of statement “X creates environments that encourage people to buy”?**

- Need strong, innovative design department that includes expertise in line, style, colour and lighting
- Need to project corporate image of desire to form partnerships with major customers
- Need to form relationships with customers based on proactive design approach
- Need to get staff to understand business of customers and importance of concept
  - Customer and company staff visits both ways
  - Possible secondments of staff both ways
- Need to demonstrate truth of statement with evidence
- Need to monitor competitor design activity

# Fig 14-27 'Elite' – Management and People

## Management

- Ensure 'Elite' KPIs publicly displayed and formally monitored by daily meeting
- Divisional MDs must walk the plant for an hour per day when they're on site
- Meet and get to know people – something about their off work lives and attributes
- Motivate by positive enthusiastic approach – enhancing self-esteem of staff
- Must champion continuous improvement – productivity – lead times
- Divisional MDs must lead recognition of success program
- CEO must have monthly lunch with 10 employees – rotate around plants

## People

- Ensure right staff selection by using appropriate competence, intelligence and personality tests
- All new staff must go through one week induction course including 'Elite' training
- Improve technical competence of all staff by tailored training schedule with reviews and feedback
- Focus training for personal skills on teamwork, communications and inter-personal for all staff
- Build staff confidence by positive support among the team
- Build a sense of pride in the Company by strong internal and external PR
- Take employees and spouses to see finished contracts with a sense of occasion