

CHAPTER 6

RESULT OF IMPLEMENTATION

Despite the completion of the following activities: analysing situation; identifying problems; and proposing solution, in the preceding chapters, it would however not be complete, had not practically proven that all those activities done in the previous chapters have taken the right path in resolving problem. The main purpose of this implementation is to prove that solutions proposed in Chapter 5 are effective in the way that it helps improve, reduce and even prevent the possibility of the same problems from future occurrence.

In this chapter, author will put some of the solutions to test and assess for improvement.

6.1 Implementing Solution Proposed for STAGE 1

The implementation of Stage 1 is separated into two sections: the first section is an implementation of Problem 18 and 11, while the second section is for Problem 14. The reason for such a separation

6.1.1 Solution proposed for Problem 18 and 11

Looking closely at the breakdown of solution tables, in Chapter 5, reader may have noticed a common ground between Problems 18 and 11; since both the problems are caused by customers' misconception and mishandling, hence the solution to these two problems are the same. Thus, author will implement the solution for both the problems together. The solution proposed for these problems is to establish a clear guide in form of owner's manual and instruction poster in which are to be issued to the customers in order to facilitate and hopefully would prevent problems from future reoccurrence.

In finding out whether or not the proposed solution has the potential to reduce problem, author set up a short-term implementation period lasted two months, started from the *1st* of

October until the 1st of December 2003. The implementation of solution for problem 18 and 11 has taken the following step: Author has produced twenty copies of both owner's manual and instruction poster (both the samples are filed in the Appendix under 'Proposed Solution' section). The same sampling group of similar background knowledge (English teacher, Financial and as like, refer to Chapter 4 section 4.1.1 part 2. Customer Survey: Questionnaire for more information on the design of questionnaire) is asked to participate in the implementation and once again to take part in the final customer survey. On the 1st of October, twenty customers were issued with a copy of owner's manual and an instruction poster. Customers were specifically asked to carry out normal tasks but this time with the aid of both the manual and instruction poster for one month until the end of implementation on the 1st of December.

Customers will be questioned with a new questionnaire, different from the previous survey because the 1st questionnaire was designed to only give author and technical team to recognise and choose the problems that call for most attention. Since author had not yet chosen the problems in which to find solution and to base this thesis on, therefore author cannot set direct questions specifically aimed to the problems since not yet know which problem to solve. However, now that author knows what the problems are, a new questionnaire is composed in order for author and the problem solving team to interpret improvement, if at all. The survey is divided into two parts 1) *Before* and 2) *After*, customers are asked to fill in the first part before the implementation period begins on the 1st of October and then the second part is to be filled on the 1st of December after the implementation. Feedback from customers via the survey determines whether or not customers would be able to handle tasks properly, which in turn reduces problems. Refer to Appendix under Result of Implementation section for Customer Survey on Implementation. In this survey, customers are asked series of questions divided into two parts 1) Before and 2) After the implementation and at the end of each section customers are asked to substantiate the differences of work environment between before and after the implementation base on eight criteria, which author and along with three members, who are the head of Sales, Technician and Design department, together accumulate and arrive at criteria enough for the team to determine and sign of improvement(s), if at all exists.

The result of implementation is summarised in the Table 6.1 below.

Table 6.1 - Summary of Customer Survey Taken *BEFORE* Implementation

SUMMARY OF CUSTOMER SURVEY ON IMPLEMENTATION	
<i>Question</i>	<i>Feedback</i>
<i>Before</i>	
1. Have you, in the past, consider operating swimming pool (machines etc) alone by yourself a tough tasks to handle?	<ul style="list-style-type: none"> • All the 20 customers admitted that operating swimming pool was harder than expected, because it was rather too technical.
2. Before we issue out an owner's manual & instruction poster, were you able to operate machines with ease?	<ul style="list-style-type: none"> • 6 customers just manage to operate but admitted that it was not easy • 12 were unable to operate because it was not easy • 2 choose other: thought it was not too bad
3. Would you be confident enough to handle the systems by yourself without any guidance at first?	<ul style="list-style-type: none"> • All 20 customers will not have the confidence to operate without any guidance
4. If the company did not provide you a manual, would one training session alone be enough to help you operate all the system?	<ul style="list-style-type: none"> • 2 customers chose Yes, thought it would be ok • 9 customer reckon it would not be enough • 9 depends on the level of technicality and the tasks involves
5. Similarly, do you think one training session would be enough if company also give you a manual as well as instruction poster for your guidance?	<ul style="list-style-type: none"> • 14 customers thought I would be enough • 6 customers depends on the tasks and the clarity of manual

<p>6. Did the training helps build up your confidence and the ability to handle machines and systems properly?</p>	<ul style="list-style-type: none"> • 20 customers said Yes, but only to a certain level of confidence • 6 customers added further comments on this: they had to absorb a lot of technical facts and procedure, which are forgotten by the next day,
<p>7. Would you be more satisfied if the company issue to you a copy of owner's manual to keep?</p>	<ul style="list-style-type: none"> • 14 would be satisfied • 6 said it depends on the quality of manual
<p>8. Out of 10 what will you rate the following categories before there were manual and poster? (Where the scales run from 10 = "YES, with my best ability", and 1 = "NOT AT ALL Capable of doing"</p>	<ol style="list-style-type: none"> 1. Ability to operate systems without technical helps? <ul style="list-style-type: none"> 3 customers rated 3 9 customers rated 4 8 customers rated 5 2. Ability to use & handle machines correctly? <ul style="list-style-type: none"> 12 customers rated 4 5 customers rated 5 3 customers rated 6 3. Ability to use & handle machines quickly? <ul style="list-style-type: none"> 1 customer rated 2 1 customer rated 3 16 customers rated 4 2 customers rated 5 4. Ability to understand what you are required to do (e.g. operating procedures)? <ul style="list-style-type: none"> 1 customer rated 3 14 customers rated 5 5 customers rated 6 5. Ability to operate machines without causing problem/breakdown? <ul style="list-style-type: none"> 17 customers rated 4 3 customers rated 5

	<p>6. Ability to perform water treatment tasks involving chemical products correctly?</p> <p>6 customers rated 3 7 customers rated 4 7 customers rated 5</p> <p>7. Ability to perform basic cleaning tasks properly?</p> <p>17 customers rated 5 3 customers rated 6</p> <p>8. What would you rate company for the effort in trying to help you operate machines?</p> <p>4 customers rated 3 7 customers rated 4 9 customers rated 5</p>
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On 1st of October 2003, twenty customers were issued with a Owner's manual and Instruction Poster, each customers were asked to fill in the first part, *BEFORE*, of the survey giving rating on the same category in order for author and the team to calculate baseline rating on each category so that it can be compared with feedback rating *AFTER* implementation. The total of customers' ratings on each category is summarised in the table, whereas mean can also be found by dividing the total rating of each category by 20 (total customers involved in the survey).

Table 6.2 - Calculation of Mean rating for *BEFORE* Implementation

Question 8								
Out of 10 what will you rate the following categories before there were manual and poster?								
Category	1	2	3	4	5	6	7	8
Sum of rating	85	91	77	103	83	81	103	85
Mean	4.25	4.55	3.85	5.15	4.15	4.05	5.15	4.25

N.B Total customers involved are 20 people.

Table 6.3 - Summary of Customer Survey Taken *AFTER* Implementation

<i>After</i>	
<p>1. What do you think of the idea to produce 'Instruction Poster', which act as a quick reminder and reference to you when performing main tasks such as water filtration, chlorinating water?</p>	<ul style="list-style-type: none"> All 20 customers praised the idea and thought that it was really useful However numbers of customer added a comment on this issue; they recommended that information on the poster must be the activity they do often.
<p>2. Has both manual and poster helped you to operate more quickly and confidently?</p>	<ul style="list-style-type: none"> 18 customers said Yes, Totally 2 customers said Yes, to a certain level (comment: certainly better than without having any form of reference)
<p>3. Are you able to operate machines and perform basic maintenance tasks more efficiently?</p>	<ul style="list-style-type: none"> 18 customers said Yes, Totally 2 customers said Yes, to a certain level (comment: certainly better than without having any form of reference)
<p>4. How successful do you consider the manual and poster solution helps to reduce problems?</p>	<ul style="list-style-type: none"> 15 customers thought that it is successful 5 customers thought that it is acceptable (comment: at least it is able to prevent/minimise wrong handling).
<p>5. The purpose of instruction poster is to highlight the most frequent performing tasks such as water filtration procedure, so that it can be followed fearlessly without trouble. How well do you think it has performed its purpose?</p>	<ul style="list-style-type: none"> 20 customers admitted that instruction poster is surprisingly helpful however information on other tasks may also be useful.

<p>6. The purpose of owner's manual is to serve as a more detailed reference guide that contains information on the use and handling of swimming pool and the detail of the system. How well do you think it has performed its purpose?</p>	<ul style="list-style-type: none"> All 20 customers like the idea of having owner's manual and thought that it easy to understand. (comment: should have given manual as the standard to every purchase)
<p>7. Out of 10 what will you rate the following categories after there were manual and poster? 10 = "YES, with my best ability", and 1 = "NOT AT ALL Capable of doing"</p>	<ol style="list-style-type: none"> Ability to operate systems without technical helps? 4 customers rated 5 9 customers rated 6 10 customers rated 7 Ability to use & handle machines correctly? 5 customers rated 6 9 customers rated 7 5 customers rated 8 1 customer rated 9 Ability to use & handle machines quickly? 7 customers rated 6 8 customers rated 7 5 customer rated 9 Ability to understand what you are required to do (e.g. operating procedures)? 7 customers rated 6 9 customers rated 7 4 customers rated 8 Ability to operate machines without causing problem/breakdown? 12 customers rated 6 8 customers rated 7

	<p>6. Ability to perform water treatment tasks involving chemical products correctly?</p> <p style="padding-left: 40px;">6 customers rated 6</p> <p style="padding-left: 40px;">12 customers rated 7</p> <p style="padding-left: 40px;">2 customers rated 8</p> <p>7. Ability to perform basic cleaning tasks properly?</p> <p style="padding-left: 40px;">13 customers rated 6</p> <p style="padding-left: 40px;">3 customers rated 7</p> <p style="padding-left: 40px;">4 customers rated 9</p> <p>8. What would you rate company for the effort in trying to help you operate machines?</p> <p style="padding-left: 40px;">3 customers rated 6</p> <p style="padding-left: 40px;">10 customers rated 7</p> <p style="padding-left: 40px;">7 customers rated 8</p>
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On 1st of December 2003, a month after customers were issued with Owner's manual and Instruction Poster, customers were asked to fill in the second part, *AFTER*, of the survey giving rating on the same category in order for author and the team to identify whether or not each customer has experienced any sign of improvement in any way. The total of customers' ratings on each category is summarised in the table, whereas mean can also be found by dividing the total rating of each category by 20 (total customers involved in the survey).

Table 6.4 - Calculation of Mean rating for *AFTER* Implementation

Question 8								
Out of 10 what will you rate the following categories before there were manual and poster?								
Category	1	2	3	4	5	6	7	8
Total rating	144	142	143	137	128	136	135	144
Mean	7.20	7.10	7.15	6.85	6.40	6.80	6.75	7.20

N.B Total customers involved are 20 people.

6.1.1.1 Before and After analysis

After the implementation, author then calculate and summaries the Mean rating of eight categories on both BEFORE and AFTER implementation. Mean Mean Rating can also be calculated by through summing up Mean rating of all eight categories and divide by 8 (total number of categories). Mean Mean rating of Before is valued at 4.425, while After is at 6.931, which the improvement is worked out to be at 57%.

Table 6.5 – Rating on Improvement

Determined category	Before (Mean rating)	After (Mean rating)
1. Ability to operate systems without technical helps?	4.25	7.20
2. Ability to use & handle machines correctly?	4.55	7.10
3. Ability to use & handle machines quickly?	3.85	7.15
4. Ability to understand what you are required to do (e.g. operating procedures)?	5.15	6.85
5. Ability to operate machines without causing problem/breakdown?	4.15	6.40
6. Ability to perform water treatment tasks involving chemical products correctly?	4.05	6.80
7. Ability to perform basic cleaning tasks properly?	5.15	6.75
8. What would you rate company for the effort in trying to help you operate machines?	4.25	7.20
Mean Mean Rating	<u>4.425</u>	<u>6.931</u>

Mean rating of eight categories are plotted on radar chart enabling direct visual comparison between BEFORE and AFTER implementation. According to the chart customers have significantly improved their handling technique under eight categories when referring to owner's manual and instruction poster while undertaking tasks. Customers also told that it helps build up their confidence in operating routine tasks, as well as keeping them away from any wrong doing that could lead to unnecessary breakdown.

A Comparison of customers' rating on eight categories BEFORE and AFTER Implementation

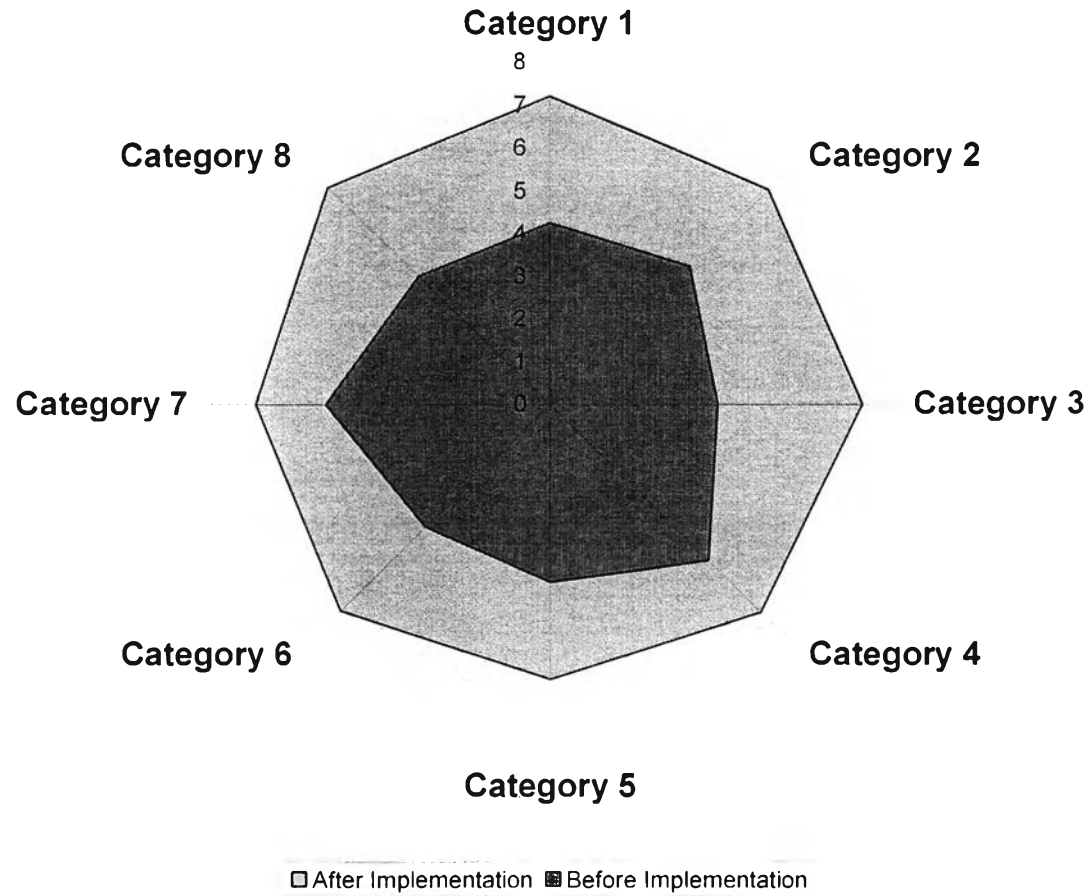


Figure 6.1 – Radar chart showing improvement on BEFORE and AFTER Implementation

Besides the increase in the customer satisfaction level and the ability to handle as analysed above and presented in the Table 6.5 and illustrated as radar chart in Figure 6.1, the implementation also has an impact upon customer complaint level. Due to the limitation of time factor, author was only able to put forward a short term implementation period in which author has two months to examine the improvement. Evidence presented in the Table 6.6 below shows that the sum of customer complaint (occurrence) figures during the two months implementation period in October and November has reduced from 6, 7, 5 customer complaint of the year 2000, 2001, 2002 respectively to 0 (zero) in 2003.

Table 6.6 – Improvement in customer complaint on Problem 18

<i>Comparison of Result After Implementation for Problem 18</i>				
<i>Problems</i>	<i>Before</i>			<i>After</i>
<i>When</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>	<i>2003</i>
October	3	4	3	0
November	3	3	2	0

Reduction in the number of Occurrences during the two months implementation period

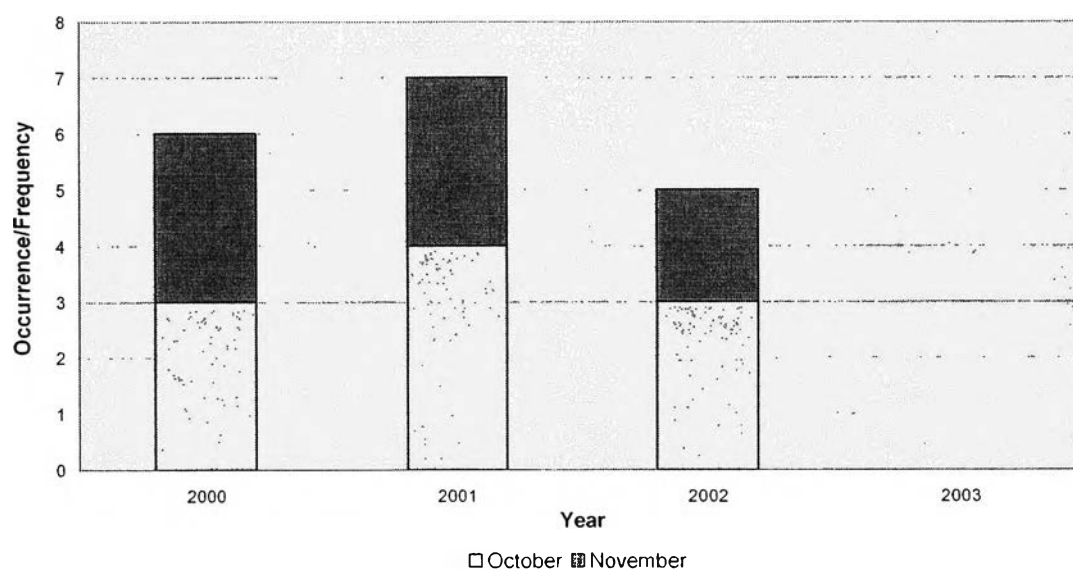


Figure 6.2 – Reduction in the number of customer complaint on Problem 18

Similar to the above event, author is able to spot the improvement since the customer complaint figure during the implementation period compared to the customer complaint figure during the same two months time frame of three previous years, has dropped from 4, 5, 6 in 2000, 2001, and 2002 respectively to 0 customer complaint (occurrence) in 2003.

Table 6.7 – Improvement in customer complaint on Problem 11

<i>Comparison of Result After Implementation for Problem 11</i>				
<i>Problems</i>	<i>Before</i>			<i>After</i>
<i>When</i>	<i>2000</i>	<i>2001</i>	<i>2002</i>	<i>2003</i>
October	2	3	3	0
November	2	2	3	0

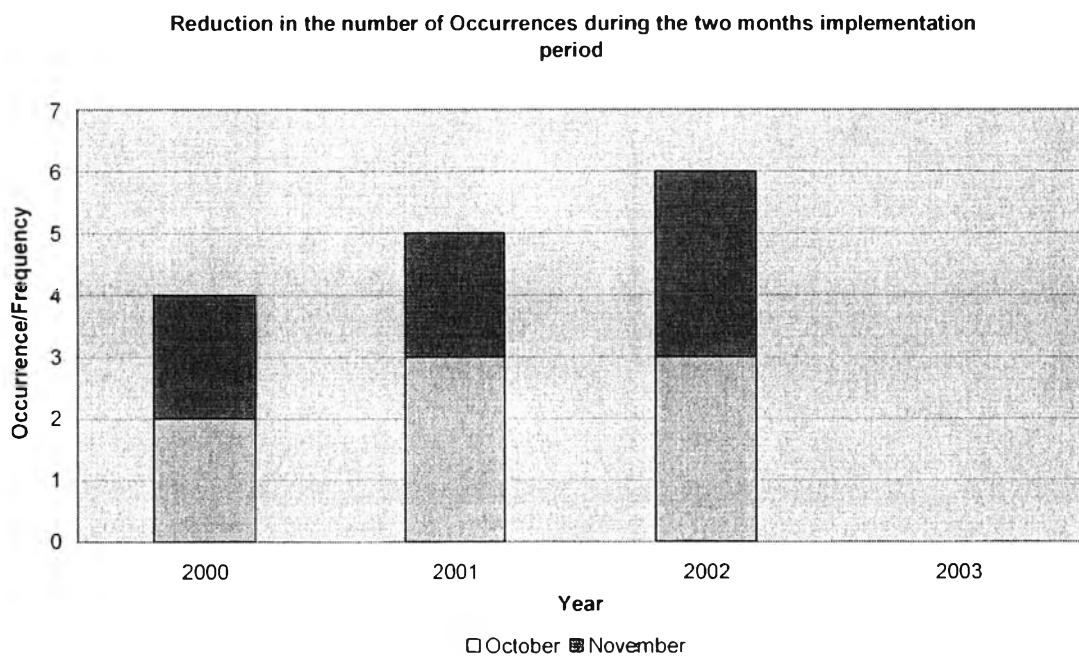


Figure 6.3 - Reduction in the number of customer complaint on Problem 11

6.1.2 Solution proposed for Problem 14

With reference to table 5.4 (Breakdown of proposed solution to problem 14) the solution proposed in view to minimise as well as to prevent the same problem from future occurrence, which will jeopardise company's reputation. Hence, the company is introduced to a few different solutions (with extra attention to subcontractor issue) that when implemented would not only help reduce problems but would prevent problems from happening. However, without full implementation, whether or not the solutions proposed resolve problem 14, yet remain questionable. The improvement remains questionable for at the least 6 months; since the implementation of solutions proposed for problem 14 can only be justified over a certain period of time, usually the term is 6 months or as long as one year (Long-term measurement).

Author cannot prove for any sign of improvement at this time but hoping that all the solutions proposed are a shoot in the right direction and hopefully at the heart of the root cause to Problem 14. Even if the solutions were implemented, the improvement would not be visible any time sooner than one year (or perhaps 6 months), especially not in time for the completion of the thesis due to the reason mentioned above. Since author is unable to implement the solution on subcontractor issue, author instead composed an evaluation form that shall be used in the supplier review event (review after 6 months or 1 year), refer to Appendix under Proposed Solution section for an unofficial Subcontractor Evaluation Form. Individual subcontractor will be evaluated base on the relevant aspects relating to work such as Quality aspect, Time aspect, Cost aspect and many more, in which their performance in all-round aspects will be numbered, weighted and assessed against one another in order to arrive at a list of qualified subcontractor.

6.2 Implementing Solution Proposed for STAGE 2 and STAGE 3

An implementation of proposed solution for Stage 2 and Stage 3 does not concern in this thesis; otherwise it would be beyond the scope set forth. Author is required to only propose customer support plan and suggest new ways to satisfy and/or delight customers for stage 2 and stage 3, respectively. Theoretically, there is no need to implement solution proposed for Stage 2 and 3 but author thought that it would not be complete to just propose series of solution without knowing what customers' reaction toward the ideas. However, before going as far as to asking customers for their opinion on what they think about the solutions proposed, the first and foremost action that author must prioritise is to carry out an internal assessment to discuss the possibilities of launching proposed solutions to reality.

The idea of internal assessment is to determine the availability of company's resources such as: man power, know-how, technology, money, machine, and other important aspects, all of which are considered to be the most important ingredient in making solutions worked. Author has discussed the possibilities of each proposed solution coming to life, in a group meeting, where the head of Sales, Marketing, Technical and Design department and a representative of each department together comment on the solutions. The minutes of the group meeting are concluded in the Table 6.8 below.

In obtaining second opinions on all of the proposed solutions for Stage 2 and Stage 3, author has set up another survey: Customer Survey on Interest (refer to Appendix under Result of Implementation section for the questionnaire). In the survey, author asked series of straight forward questions on the ideas proposed for Stage 2 and 3 (for more details on solution proposed for Stage 2 and 3, also refer to Table 5.7 and Table 5.8, respectively, in Chapter 5). Solution proposed for both the stages are mixed and grouped them into two categories: product and service. The summary of survey is presented in table below.

Internal assessment of proposed solutions for STAGE 2 and 3

Table 6.8 – Assessment of proposed solutions

Proposed solutions	Assessment	Decision
Sales representative are to become more customer-centred by paying more attention and care to customers	The team thought that it is about time to upgrade company's serviceability by improving humanity and the negotiation skill as well as customer relationship practice to all the sales representatives.	Motion pass/ Approved
Free maintenance package: Pool keeping, check up and maintenance	This can be done but with a little bit of difficulties since there are only 22 technicians, which would as well be doing other job. Nevertheless, the package is only offered to customers with new pools, which is not a lot and therefore might be able to be done.	Motion pass/ Approved
Offer opportunity to join up for a membership card in order to get special offers, discount, and maintenance program	This program needed to be set up and setting up required money. Customers are expected to pay a membership fee of approximately 5000 baht. The team thought that it was a good idea and is something that is capable of doing. With management consent this solution can be practised.	Motion pass/ Approved
Extend manufacturing warranty period to 3 years, where the coverage vary each year	Another solution that was not easy to decide amongst those who were present at the meeting. This particular solution required more consideration since the team must perform primary analysis on the feasibility issue.	Motion pass/ Pending for Approval
Customer response time within 2-3 hours for customers who are in the perimeter of Bangkok	Since there are 748 customers in the perimeter of Bangkok and over 47 of customers needed technical help but there are 22 busy technician in the company, which obviously not enough to run around the city and surely unable to meet the promised response time.	Motion fail/ Disapproved
Special occasion greeting: for example birthday surprise present	Simple task which can be done at no extra sweat. However investment money needed to be put into, which the management considered this to be one of the marketing promotion/campaign.	Motion pass/ Approved
Introduction of advance facilitating technology: for distance control of the system over the internet	Company does not have R&D department of their own to develop such control. Even if there was the team thought that it would be expensive to develop and there is no use for such a control and fear that there will be no interest from customers.	Motion fail/ Disapproved
New attraction for product development: floor painting for highly customised work	The question to ask is this does the company has the adequate skilled painter? Engineer informs that the available workmen are capable of detailed painting. There are also external workmen that specialist at artistic painting available, if needed.	Motion pass/ Approved
New added feature for swimming pool: swimming pool platform cover for elegance and luxurious living	The mechanic of this technology is simple motor wining, which company's engineers are capable of setting up this simple mechanic.	Motion pass/ Approved

Table 6.9 - Summary of Customer Survey on Interest

SUMMARY OF CUSTOMER SURVEY ON INTEREST	
<i>Question</i>	<i>Feedback</i>
<i>New Product Development</i>	
<p>1. New painting technology – an alteration to floor tiles. You are now able to have any form of art or picture painted directly to the floor, which has a life-span of 10 years.</p>	<ul style="list-style-type: none"> • Positive feedback from all 20 customers, each customer requested further information on this feature. However, customers have shown some concerns on the life span of this technology. • This feature is rated highly at 9
<p>2. Automatic sliding platform – this extra feature covers the swimming pool with hard platform of your choice (thick glass, wooden, or metallic), which also enable you to transform the swimming pool to an extra area.</p>	<ul style="list-style-type: none"> • Fair response from customers. Whilst majority thought it is a great idea, but still concerned on the cost of this feature/technology. • Perhaps this particular feature would best be sold to customers, who are in the upper market. • This feature is rated 7

<i>New Servicing</i>	
<p>1. Sales representative are to become more customer centred – sales must pay more attention to you and the same to every other customers. Should also show sense of caring and respect.</p> <p>2. Free maintenance package – you will receive free check up, cleaning and maintenance beside one-year warranty period with the purchase of swimming pool.</p>	<ul style="list-style-type: none"> • All customers thought that this particular solution is extremely important because every customer deserves to be treated with respect, integrity and as a valuable source of income not as a trouble. They also stress that this must be applied to both before and after sales, not just before, which some of the customers had encountered. • This service was rated very highly at 10 • Again, positive feedback from all customers. Most customers love the idea, some even admitted that this service give them a sense of concern. Customers love all the attention provided by company. So this service must definitely be applied. • This service is rated 8
<p>3. Membership card – by joining the program you will receive regular maintenance, clean up, water treatment, service on demand and other benefits such as 15% discount to products and also entitle to home delivery.</p>	<ul style="list-style-type: none"> • The majority are interested and thought that it is indeed interesting but the terms and conditions still questionable in which they needed more detail prior the application. Provided that benefits outbid the application fee. customers are prepared to join. • This service is rated 7

<p>4. Extended manufacturing warranty period to 3 years with terms and conditions applies.</p>	<ul style="list-style-type: none"> • Similar response from customers, the revised warranty gain more interests from customers. From their very own experience, warranty is one influential factor in which they take in to consideration prior buying. • Therefore if manufacturing warranty is extended to the period of 3 year, and to company's long-term benefit, would have a larger customer base. • This service is rated 7
<p>5. Special occasion greeting – company shall send out gift emphasis only on birthday.</p>	<ul style="list-style-type: none"> • The majority consider this as a great idea at first but the pleasure will soon die away after a year or two. Otherwise, this would be a present surprise and certainly delightful to receive free gift. • This was rated 7

6.2.1 Revised Proposed Solution for STAGE 2 (Section 5.2)

Knowing what company is capable of also well as what the customers think toward the proposed solution, enabling author to eliminate the unlikely and least interesting solution. The feedback obtained from the customer survey on interest enable author to realise which particular solutions proposed in stage 2 are of any interest to customer. According to the feedback customers are very happy with all the solution proposed for stage 2 and provided that company is capable to bring these solutions forward, these solutions are ready for action. Thus, final action plans proposed in one-dimensional attribute (stage 2) is shown in the table below. Also refer to Figure 4.14 in chapter 4 for further understanding on how author differentiate criteria of STAGE 2 and STAGE 3.

Table 6.10 – Revised Proposed Solution for One-dimensional attribute (Stage 2)

Possible Solution & Details	Who is responsible?	Function involved?	Start-End Period (dd/mm/yy)	Duration/Frequency	Remark	Approximate costing	Expected Benefits & Return
<p>Sales representative are to become more customer-centred:</p> <p>Sales must change the way they treat customer. To become more concerned of all customers and still pay attention to all even when sale is over. By all mean call customer every now and then after the sale to ask of how each customer is doing.</p>	Mr. IJK (Sales Manager)	Sale	Effective after new year	Become standard procedure	----	----	<ul style="list-style-type: none"> Change customers' perception towards company's sales Rescue company's reputation Customers feel the warmth and sincerity intention of company Customers recommend company onward to the potential customers
<p>Free maintenance package: Pool keeping, check up and maintenance:</p> <p>To every purchase of swimming pool, and beside one-year warranty period, company must also offer free check up and maintenance, where by technician is to make a visit once every quarter of the year to perform tasks for customers, such as:</p> <ul style="list-style-type: none"> System check up Check up pool structure Water treatment Cleaning 	Mr. XYZ	Technical	Effective after new year	Become standard after sale service procedure	Once every quarter (4 times a year)	Free for one year	<ul style="list-style-type: none"> Increase customers' satisfaction and expand customer base Value added to the customer Show that company care for all the customers. Potential customers see this as a good/value for money package and thus become customer to the company. The company has all the reason to charge customers at higher price to competitors. Customers are willing to pay at premium price.

<p>Offer opportunity to join up for a membership card:</p> <p>Membership card is established to benefit every customers. The idea of a membership card is to give every customers the opportunity to carry on the service as received from the company in the first year of warranty. Company offers customer the following benefits at only 5000 annual fee:</p> <ul style="list-style-type: none"> • Regular maintenance, clean up, water treatment • Service on demand • 15% Discount on chemical products, equipments, and swimming pool • Home delivery on purchase products 	<p>Miss MND and Mr. XYZ</p>	<p>Marketing and Technical</p>	<p>Mid-year of 2004 01/06/04</p>	<p>New standard offer</p>	<p>Customer pay 5000 Baht per annual</p>	<p>25,000 Baht setting up cost</p>	<ul style="list-style-type: none"> • 100 customers are anticipated to become member in the first year and another 150-250 customers are to join in the last quarter of the first year onwards. • Expect to boost up sale on chemical products and equipments. • Generate approximately 500,000 Baht of cash flow per year.
<p>Extend manufacturing warranty period to 3 years:</p> <p>Instead of the typical one-year warranty period, company should extend the warranty period to 3 years reassuring and build up confidence to the customers in quality of the swimming pool. However the criteria of individual year is slightly different:</p> <ul style="list-style-type: none"> • 1st year - customers are covered by warranty made against any fault on the structure, machines, equipment and etc • 2nd year - customers are entitled to free of charge replacement on the fault of machines and equipments. • 3rd year - customers received free handling charges but shall pay for the faulty parts/equipments. 	<p>Board of management and Miss MND</p>	<p>Management, Marketing</p>	<p>01/06/04</p>	<p>New warranty terms</p>	<p>Under consideration by management</p>	<p>----</p>	<ul style="list-style-type: none"> • Psychologically build up customers' confidence in the quality of products • Appeal to potential (new) customers, who are looking for swimming pool

6.2.2 Revised Proposed Solution for STAGE 3 (Section 5.3)

Refer back to Table 6.8 the proposed solution on “Customer response time” and “Advance system controller”, these solutions have been unanimously voted out due to the fact that they seem to be too far reaching commitment, which the team doubt that such a promised can be kept because the unavailability of technician. Since the motion is not passed, it is therefore eliminated and only left with three possible solutions, which customers have shown great potential of interests. Thus author arrive at the finalised list of solutions proposed for STAGE 3, which is shown in the table below. For further understanding on how author differentiate criteria of STAGE 2 and STAGE 3 also refer to Figure 4.14 in chapter 4.

Table 6.11 - Revised Proposed Solution for Attractive attribute (Stage 3)

Possible Solution & Details	Who is responsible?	Function involved?	Start-End Period (dd/mm/yy)	Duration/ Frequency	Remark	Approximate costing	Expected Benefits & Return
<p>Special occasion greeting:</p> <p>Birthday is by far the most meaningful greeting. Author always thought that greeting on special occasion like birthday is by far the most touching treat than a new year greeting. Company might as well provide customers gift or present, maybe a selection from the chemical product range, or even equipment etc.</p>	Mr. IJK	Sale	Effective after new year	----	New procedure	Price varies on the present	<p>Customers shall be touched by company's sense of caring and concern even well after sale had completed.</p> <p>Customers realise how important they are to the company.</p> <p>Emotional overwhelming, which leads to more potential customers through word of mouth.</p>

<p>New attraction for product development:</p> <p>Customers are no longer restricted to ordinary swimming pool with tile floor. Thus, company is currently working towards an alternative solution to floor tile, which is the water & chemical resistance paint. The pool paint enable customers to transfer individual's preference of art directly to the swimming pool with ease and a lot less effort.</p>	<p>Mr. IJK, Mr. CDE and Mr. XYZ</p>	<p>Sale, Design, Technical and Colour painting supplier</p>	<p>01/08/04</p>	<p>Optional feature</p>	<p>Under development and testing</p>	<p>2,500 Bath per sq metre</p>	<ul style="list-style-type: none"> • Become the first company to introduce this extremely flexible technique. • Approximate paint life span is 8-10 years until total renovate. • Minimise the labour hour • 50% of the new customers are expected to show interest but only 20% might go along with the technique, in the first year.
<p>New added feature for swimming pool:</p> <p>Company is constantly searching for new adding on accessories/features to live up plain swimming pool. One particular product that company aims to introduce to the upper market, whose money is not an object, is an automatic platform cover for swimming pool. The cover is designed to transform swimming pool into a platform (extra floor area). There are 3 types of covers to choose from: glass, metal and wooden.</p>	<p>Mr. IJK, Mr. CDE and Mr. XYZ</p>	<p>Sale, Design, Technical and external supplier</p>	<p>01/10/04</p>	<p>Optional feature</p>	<p>Automatic mechanism</p>	<p>Price varies on the pool size and type of cover chosen</p>	<ul style="list-style-type: none"> • Niche market, luxury feature and high return profit of 40%, by a rough estimate. • 1-5% of the new customers and perhaps existing customers would show sign of interest, which could lead to possible installation. • Become famous for fascinating work