

Vision Lite

A Clear View of Excellence at Pacific Glazing Contractors

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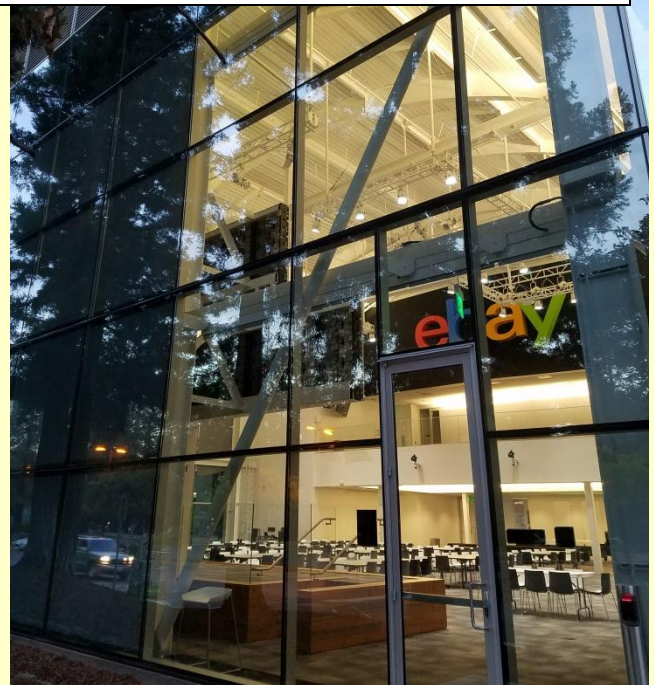
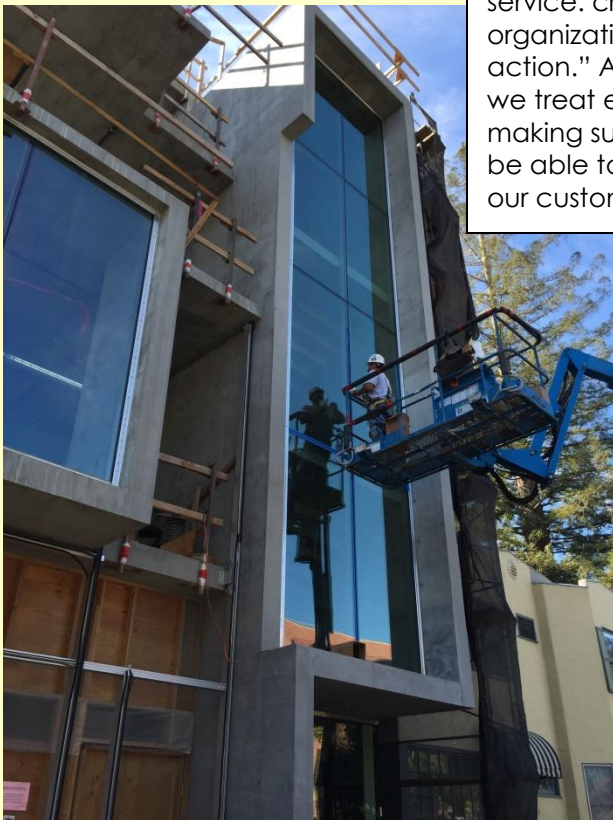
Inside This Issue

- 1 Customer Service
- 1 Help Desk
- 2 Emmegi!
- 3 Emmegi Continued
- 3 Shop Excellence
- 4 Customer Service in the Fab Department

Extraordinary Customer Service

External & Internal

We're trying to build partners in the construction industry. We don't want to win projects by being the low bidder. We want to win contractors' trust by delivering an excellent product on time and in budget. So how can Pacific Glazing Contractors provide extraordinary customer service? *Harvard Business Review* encourages companies to "commit to a holistic definition of service: creating value for others, outside and within the organization." Listen to your customer first, "only then take action." Ask, what does my customer need and value most? If we treat each other like customers, serving each others' needs, making sure those in your "value stream" are successful, we'll be able to create a lean product and perform professionally for our customers. Let's do this thing!



Speaking of Customer Service. Need **IT** support? We now have a Help Desk System. Email Helpdesk@pacificglazing.com to get help! Woot! Woot!

This Month's Focus:

Extraordinary Customer Service



We're always trying to improve, get ahead, give Pacific Glazing innovative ways to deliver a superior product. One way we've found is with technology, specifically precision machinery that can fabricate material quickly and precisely. Several years ago, we purchased the RhinoFab 900, which automated aluminum fabrication and opened our eyes to new possibilities of using machinery to improve our services and products. This last year, we added an AXYS panel router to broaden our ability to do more of the building envelope for customers. Our latest purchase is Emmegi's Quadra L1, a CNC 12-axis machining center designed to perform milling, drilling and cutting operations on aluminum and light alloys. The QUADRA L1 is made up of an automatic tool magazine and a thrust feed system for profiles complete with profile clamping gripper drive (www.emmegie.com). We ordered the extra-long platform to load 30 foot lineals when necessary.

As some of you know, we had considered a second Rhino. We had also been looking at a computer driven Elumatic CNC machine. But discussing our options with Chip Steele, the Emmegi sales rep, we were persuaded to purchase the Quadra from Emmegi. After visiting the factory last week, we are thrilled with this decision. Not only is the Quadra L1 a great asset to our fabrication needs, Emmegi is the kind of company that we want to partner with. Here's why.

Emmegi is committed to integrity, loyalty, and customer service. We didn't read this on their website; we experienced it first-hand. Emmegi is a forty-five-year old company, started and headquartered in Modena, Italy, producing and distributing products worldwide. When you purchase a machine such as the Quadra, Emmegi invites you to visit their headquarters and factory. We were treated like royalty. Alberto Costa, President of Emmegi and CEO of EmmegiUSA, personally took us to dinner with the USA team based in New Jersey, teaching us the Italy way. How to eat like an Italian: antipasto with parmesan cheese and balsamic vinegar (evidently the best in the world is made right there in the region), red wine, and three different kinds of handmade pasta. (MW opted for filet mignon, but we forgave him.)

The next day we spent the entire day on a factory tour, personally lead by Alberto. The headquarter offices are beautiful, appropriately designed in glass and Italian marble. The walls are decorated with significant projects that their machines helped fabricate. They take great pride in their work. The factory itself was amazing: clean, roomy, and organized. Inspiring.

On the tour, Alberto discussed both his and the company's history. He showed us what they do and how. Because the region is notorious for earthquakes, he showed us how they retrofitted their building and provide shelters for employees. He told us stories of employees and the company's loyalty to its people. Alberto is a visionary and a fiercely loyal "father" of his people. He cannot understand people who would leave the Emmegi family.

After the factory tour, we had lunch and proceeded to the showroom where we watched a demonstration of the Quadra L1. Michael was able to ask all kinds of questions. Then we advanced to a conference room where we could see how the machine interfaces with software. Again, questions and answers. Finally, we visited EmmegiSoft—their software company.

We were so inspired. In all of Alberto's stories, you could hear integrity. The company is committed to excellence. It is fair in its dealings. Emmegi is committed to the needs of the customer. They don't seem to "sell" you their machine; instead they find out your needs and determine if their products can meet them.

You can hear loyalty. Employees stay at Emmegi for a long time. Customers look to Emmegi to solve their problems. One of the products besides the CNC machines is a line of trolleys to move products. Walters & Wolf helped design a cart to hold products vertically.

And finally, Emmegi is committed to customer service. Emmegi won't sell to customers they can't support. They know that the customer's emergency must be handled immediately. Their inventory system at headquarters was remarkable. Similarly, they conscientiously carry parts customers might need so that they can be obtained quickly. Their techs stand ready to answer calls day and night—the time difference between the West Coast and Italy helps with around the clock service.

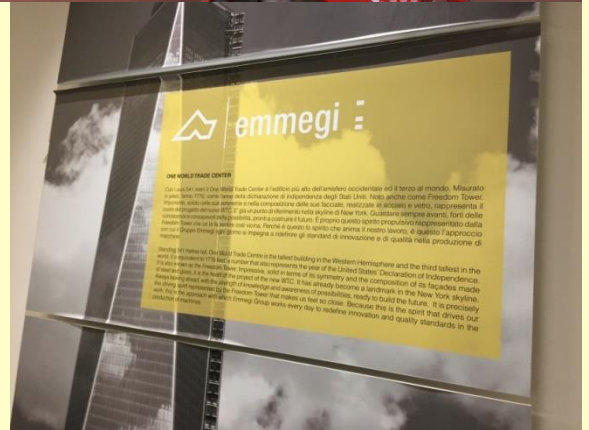
EmmegiSoft sells a program similar to LogiKal that can run Emmegi equipment and other CNC machines. Of course Michael was interested, but when he inquired about its availability in the United States, Alberto fiercely defended the company's refusal to sell here. Because Emmegi is not yet able to support the software here, they will not sell the product. That's commitment to customer service!

Our new machine should be here shortly before the new year and will find its resting place on the front wall paralleling the street. We are thrilled to see how our new addition will further our adventures in glazing. We are excited to work with such an amazing company. And we are inspired to continue Pacific Glazing's commitment to be a company of excellence like we saw exemplified in Emmegi.



In the Shop Field QC Sheets

In our continuing effort to perform professionally, let's use the new Field QC Sheets. Please complete a Field QC sheet for each frame or unit installed and return them to become part of the contract documentation. Project lead or their designated qualified personnel are tasked with this job in an effort to support PGC's Whatever-It-Takes philosophy, to realize the vision and sustain the status of a trusted contractor in the glazing industry. With everyone's help, WE CAN DO THIS!





Customer Service in the Fabrication Department By Michael Violette

What does customer service mean to the fab department? Who is our customer? What type of "service" do we offer that is valuable, measurable, and realistically obtainable? How can we provide that service in a way that facilitates a solution-focused attitude? These are some of the questions I pondered as I looked at how our department was going to change over the next year to help support our customers.

I realized we weren't supporting our customer(s) properly and that needed to change. Our vision needed to change before we could begin to offer a different type of service than we had previously. I came up with NOS: No drama, Own your mistakes, and Strive for Excellence. These three items are centered around an emphasis on improving processes and accuracy.

So, who are our customers and how does this new vision help support them? Our customers are all of you reading this newsletter! Through improved processes, we are working to provide complete and accurate information to our customers to help facilitate our projects being successful and profitable. Improved processes and accuracy means less work for the PMs, the field, the purchasing department, and the shop. It helps promote healthier working relationships with the GCs who are relying on us. It is a trickledown effect starting with the beginning of a project and throughout the entire process, ending in the field with a finished product we can all be proud of that helps improve our bottom line: profitability. We are working with the shop and the PM teams to deliver a better product. We have new software, new processes and a new vision that we using to help all of you to be successful at your jobs!

Have we arrived yet? No, but we have started this journey and are on our way! We are improving and working on these changes every day to become better and to deliver a great service to everyone who is impacted by the work we do. Thanks for being a part of the process!