

Small Business Approach to A-D-L-I

Company A (60 employees) continues to look for opportunities to remain competitive in the cable, telephone and Internet business. The company evaluates what its competitors' offerings are and listens to the voice of customers in order to keep its product offerings current.

For example, *Company A* offered a "triple play" package that included expanded basic cable (82 channels), 6 Mb of Internet and basic telephone, which includes basic features and unlimited long distance. During *Company A's* Continuous Improvement Team (CIT) weekly meeting (which is attended by 21 employees), it was noted that customers were asking for a smaller/lower cost triple play package. Week after week the team watched this number increase. A cross functional team – composed of representatives different departments – was formed. The team was charged with investigating competitors' offerings, determining the financial ramifications of offering this new product, and understanding if offering this new product would meet the company's key objectives of customer service, reliability, financial, compliance and safety.

The cross functional team included representatives from administration, customer service, fiber engineering, electric engineering and accounting. One week after the team was formed it presented a proposed *Basic Triple Play* package to the CIT team. The presentation did not include graphs or paper documents; it only showed the product offerings of competitor Companies B and C and the actual costs for *Company A* to offer the new service, which includes a new cable tier, channels 2-22, and basic telephone service (basic features plus 100 minutes of long distance and 2 Mb of Internet). The decision was made that *Company A* would begin offering this new package because it meets the key objectives of being financially favorable and enhancing customer service.

Immediately following the Continuous Improvement Team meeting, department representatives returned to their respective departments to discuss the new package. During weekly department meetings, the details of the package were discussed again. Post cards/flyers were distributed to all employees for review.

The Continuous Improvement Team continues to monitor the effects of adding this new package through its key measures of financial and customer service as well as through the number of positive versus negative comments that are received on a weekly basis.