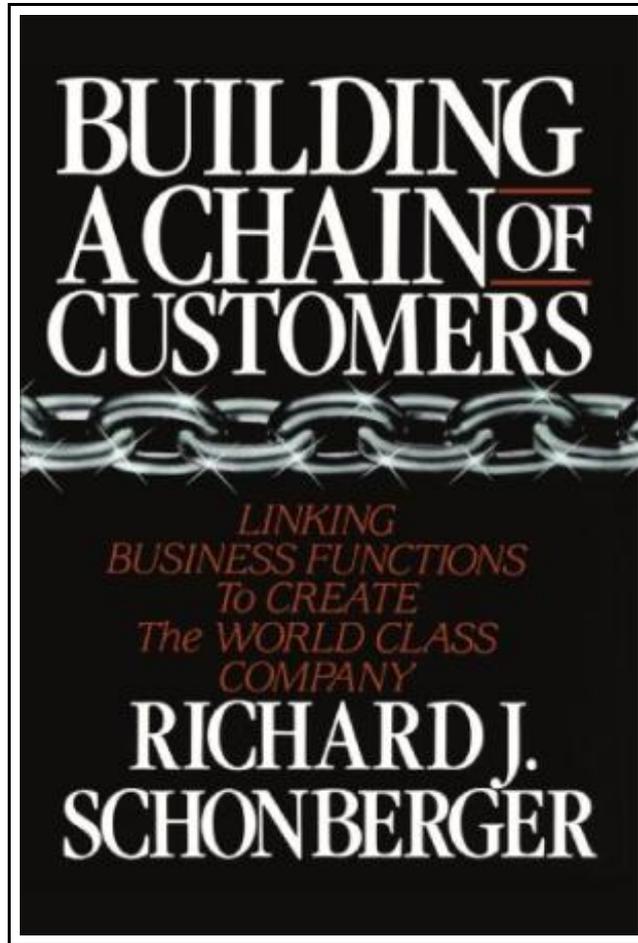


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BUILDING A CHAIN OF CUSTOMERS



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Free Press. Paperback. Book Condition: New. Paperback. 360 pages. Dimensions: 9.0in. x 6.0in. x 0.9in. Richard Schonberger, in his fourth and most important book yet, introduces a powerful new concept: that the many links between and within the four main business functions -- design, operations, accounting, and marketing -- form a continuous chain of customers that extends to those who buy the product or service. Everyone has a customer -- the next department, office, shop, or person -- at the hundreds of pioneering companies Schonberger has studied throughout the world. Schonberger demonstrates the universality of customer wants: Both the next and final customers want ever better quality, quicker response, greater flexibility, and lower cost. This condition provides a common strategy and calls for common methods to be used across the organization. Every employee is a data gatherer and analyst, unearthing more and better ways to provide for these customers wants -- before the competition does so. As the new thinking and methods permeate every corner of the firm, they topple departmental walls and adjust gang-like mind-sets and them-versus-us attitudes. Performance is no longer measured by internal costs but by improvement as seen by the next customer; direct control of causes generally replaces after-the-fact control of costs. Design is brought out of isolation. Finally, with the rest of the firm reoriented toward customer service, marketing escapes from a negative mode -- covering up for failures -- to a positive one -- crowing about the firms competence and ability to improve. With the close attention to detail for which he has become famous, Schonberger constructs a blueprint for unifying corporate functions, brilliantly describing the new microcosms that will make up the company of the 1990s -- focused teams of multi-skilled, involved employees arranged according to the way the work flows or the service...



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