

The Road to Winning the Japan Quality Award for One Duskin (Rental Service Business) Affiliate



June 22, 2010 (Tuesday)

Musashino Corporation

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Musashino Corporation – Company Overview

Established	1956
Founder	Torao Fujimoto
Headquarters	4-33-8 Higashi-cho, Koganei-shi, Tokyo
Capital	10.6 billion yen
Number of employees	360
Business content	<p>1. Duskin operations Handling rental products aimed at improving the environment in offices / shops / homes and delivering environmental cleaning services and various types of beverages, mainly in the Musashino area.</p> <p>2. Regional business Voicemail, Internet</p> <p>3. Business model publication business Management support business introducing the Musashino management structure as a “working management showroom) Received the Japan Quality Award in FY2000; major company category “IBM Japan” Previous award recipients: Yoshida Original, Chiba Isumi Golf, Asahi Breweries, Ricoh Company Ltd., Seiko Epson Corporation</p>

Management Principles

By providing our customers with services that satisfy their needs, we shall contribute to global development and prosperity, and work together towards a common destiny in which everyone can grow.

1. Customers are our top priority
2. Make every effort to ensure the growth and security of our group
3. Work hard to improve material things for everyone

We shall encompass these three merits in our management style to broadly serve society.

Seven Ethos

1. Evolution spirit – Regenerate each and every day
2. ‘May I help you?’ spirit – Find various ways of being helpful
3. Family spirit – Move towards a common destiny
4. Shared happiness spirit – Benefit is the result of making someone happy
5. Responsive to change spirit – Understand market needs of customers
6. Pursuit of possibility spirit – Standing still is akin to moving backward
7. Human resources cultivation spirit – Nurture successors

Musashino Before JQA Award



Musashino Management Plan



Management Plan Presentation Session



Once a year, at the beginning of each term, the company president presents and explains the management plan for that term to all employees and invited guests. The mood is absolute sincerity for all in attendance and the air is filled with excitement. The festivities also include recognition of outstanding employees and a fun-filled party for all to enjoy. It is no exaggeration to say that the full power of Musashino can be felt during this event.

Presentation Points

· Management Plan Rollout

Time to fix last year's mistakes.

President prepares for this day one year in advance.

What must not be done?

What cannot be done without?

What must be done?

· Rankings Presentation

Musashino employees vote on which of their fellow employees they feel worked the hardest during the previous term. Employees are ranked according to the level of evaluation received. Rankings are announced during the management plan rollout event. No one knows the rankings until they are announced at the event! It is an anxious time for everyone!

· Give it our all!

Everyone is focused on the president's presentation in the first part of the festivities! The second part is a party for all to thoroughly enjoy drinking, singing, games, etc.

Our motto at Musashino is to "Put our all into everything we do!"





First & Second Term Policy Workshops

Twice each year, in May for the first term and in November for the second term, workshops are held with the participation of more than 400 part-time / contract / regular employees, and business partners.

The workshops are composed of two parts. Various awards, such as the Most Outstanding Results Award, are presented during the first half of each workshop. The second half of the workshops features a detailed explanation, in layman's terms, from President Koyama of the policy direction aims of the company.

Most Outstanding Results Award

Longstanding Service Award

Environmental Consideration Award

Thank You Cards Award



Policy Workshops

Most Outstanding Results Award



Environmental Consideration Award



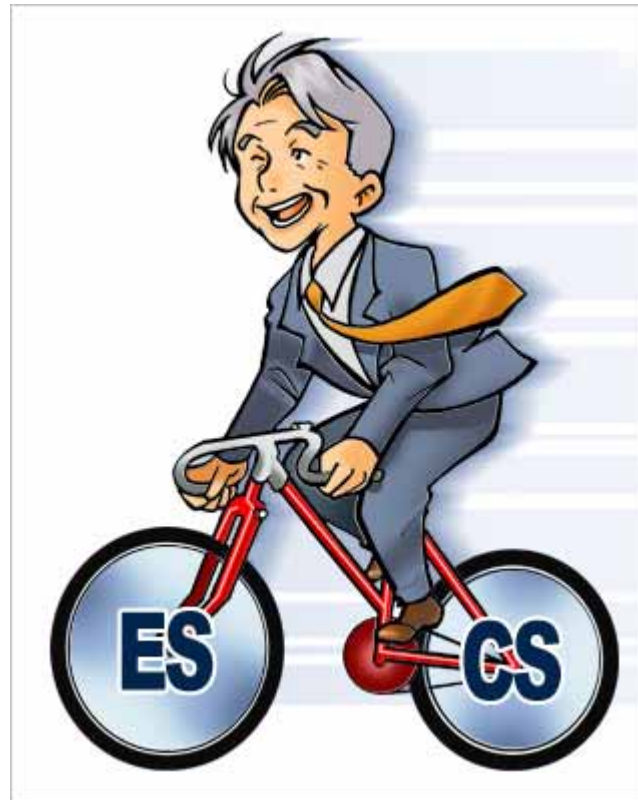
Longstanding Service Award



Thank You Cards Award



Musashino Since Receiving the JQA



Duskin Group Regular Meetings List

Executive / Block Chiefs

Early Morning Progress Meeting	Mr. Koyama, Mr. Yajima, Block Chiefs	Once a month	6:40 ~ 8:30
D4B Group	Mr. Yajima, Block Chiefs	Week D, Tuesday	18:00 ~ 19:00

Institutional Use

Institutional Use General Meeting	DC Block Chiefs, DC Institutional Use Branch Managers	Week C, Wednesday	18:00 ~ 19:00
Koganei Branch	All members	1 st /3 rd Friday	20:00 ~ 21:00
Daisan Branch	All members	Week A, Saturday	9:00 ~ 12:00
Kokubunji Branch	All members	Week C, Saturday	9:00 ~ 10:00

Home Use

Home Use General Meeting	DC Block Chiefs, DC Home Use Branch Managers	Week B, Wednesday	18:00 ~ 19:00
Koganei Branch	All members	Week A, Saturday	7:30 ~ 8:30
Dai-ni Branch	All members	Week A, Saturday	16:00 ~ 17:00
Kokubunji Branch	All members	Week B, Saturday	18:00 ~ 19:00
Hearty	All members	Weeks A/C, Tuesday	10:00 ~ 15:00
Rental Support	All members	Weeks B/D, Saturday	16:00 ~ 17:00

Sales

Sales General Meeting	Block Chiefs, Branch Managers	2 nd Tuesday	18:00 ~ 19:00
East	All members	1 st /3 rd Friday	16:00 ~ 18:00
West	All members	1 st /3 rd Friday	16:00 ~ 17:00
South	All members	1 st /3 rd Friday	10:00 ~ 11:00
North	All members	Weeks A/C, Wednesday	9:00 ~ 11:00
Condo Building Project	All members	2 nd Monday	9:30 ~ 10:30
Splash Water	All members	1 st Monday	9:00 ~ 10:00

Care

Care General Meeting	Block Chiefs, Branch Managers	15 th of every month	19:00 ~ 20:30
Service Master Koganei	All members	Every Saturday	7:50 ~ 8:30
Service Master Tachikawa	All members	Every Wednesday	7:30 ~ 8:15
Merry Maid East	All members	1 st Friday	9:05 ~ 9:20
Merry Maid West	All members		
Terminix	All members		



Site Reports

The reporting order for daily reports from all branch members is as follows:

Figures Report

Customer Voice

Rivals Report

Headquarters (manufacturers) Report

Own (staff) Ideas

This reporting order is uniform for all report documents.

Figures Report

Date

New **0 cases** **0 yen**

Additional **1 cases** **850 yen**

Total

New / Additional **25 cases** **16,100 yen**

Customer Voice

“After using this mop, I was surprised to find so much dust inside my house.”

Ms. XX, Suzuki-cho, Kodaira-shi

Rivals Report

Another affiliate shop is operating in Suzuki-cho

Own Ideas

A customer had previously been using two Handy Mops. I had an extra flooring mop on hand, so I introduced it to the customer. She once again realized the amount of dust in her home and signed a contract. This made me realize once again the importance of introducing various products to customers.

Branch Managers Meeting

Each branch manager creates a summary of site reports. Once a month, branch managers meet to present, liaise, and discuss their reports together.



家庭市場会議報告 第2支店

数字報告(4月度)		1月	2月	1月	2月	1月	2月	累計
売上	前期	25.1	28.3	20.4	21.7	25.7	26.3	148.9
	予算	27.4	30.9	30.9	23	24	25.0	160.4
	今期	24.1	27.1	20.7	22.3	25.1	26.1	146.3
	前期差額	-1.1	-1.2	0.1	0.6	0.2	0.0	-1.4
予算差額	-2.9	-3.3	-9.8	-0.7	1.9	1.0	-13.7	
粗利益	前期	17.4	19.3	13.8	14.1	17	17.6	99.9
	予算	18.1	20.1	15.2	15.8	16.5	18.2	103.9
	今期	16.1	17.8	13.8	14.5	17.1	16.5	95.8
	前期差額	-1.3	-1.5	0	0.4	0.1	-1.1	-3.7
予算差額	-2	-2.3	-1.4	-1.3	0.6	-1.7	-8.1	
営業利益	前期	9.3	8.9	6.7	6.8	9.0	10.2	50.7
	予算	9.1	7.1	6.8	7.1	8	8	49.7
	今期	7.8	6.9	5.7	6.6	8.2	8.0	42.8
	前期差額	-1.5	-2.4	-1.0	0.0	-0.8	-2.2	-7.9
予算差額	-1.8	-1.4	-1.2	-0.7	0.2	-2.1	-6.3	
新規件数	46	53	36	43	44	83	455	
新規金額	56,525	65,550	48,978	47,530	57,595	99,918	376,091	
上乗件数	125	137	101	88	132	152	739	
上乗金額	85,425	96,335	73,540	71,805	85,591	93,601	506,295	
解約件数	111	133	81	101	150	136	728	
解約金額	123,311	131,821	95,181	111,365	190,745	160,380	812,801	
減少件数	167	148	137	147	151	181	823	
減少金額	116,190	98,560	88,800	96,070	110,915	131,160	641,493	
増減件数	-73	-80	-51	-58	-106	-53	-421	
増減金額	-97,550	-68,800	-61,265	-68,095	-158,475	-98,025	-672,011	
東	0	0	0	0	0	0	0	
営業部移動 西	0	0	0	0	750	2,280	3,000	
初回解約 南	0	0	0	0	0	0	0	
北	0	0	0	3,150	13,375	9,975	26,500	
近江サボート移動初回解約	0	1,825	1,875	8,625	5,775	12,225	30,625	
お客様の来								

「カタログに掃除機よりもモップが先で書いてあったけれど、そういうことね。(下田さん)
 「他店からモップが見積もりをもらったんだけど・・・(下田さん)
 「今までありがとうございます。」「山崎さんの異動に伴いグラントイツ管理人様より、

ライバル状況(市販品情報など)
 サニクリーン・・・西東京市芝久保エリアで玄関マットのサンプルが多数かかれていた。(会田さん)
 不明・・・小金井市緑町近辺(下田さん)

自分の考え
 下田さんがペットボトルを始めて1サイクル目に入りました。ペットボトルを見て思いつくお客様もいるようです。ただ掃除機が売ってしまっているので、ロープ状を1分割にしてまずは「掃除機の前はモップ」という事で掃除の仕方を伝え、次に伺った際にアレル抑制のお話をさせて頂く(文章を作ってもらっています)。

	内容	原因と対策
良いこと	高集客イベント開催	「バス補填を目的に高集客イベントの中で1サイクルで売れたと思う。高集客イベントは以前、同様のキャンペーンを行った事があるので、その時に購入いただいたお客様に誘って頂けた。
良かった事	バス補填企画として、本部受領の消費コロンセット販売を実施。今回は1人あたり1,111円、2人セットは2,222円という価格で販売をした。その結果、1月、11月、12月の売上が上がった。高集客イベントは山崎さんが9月、安部さんが11月、橋下さんが12月。	
反省事項	4月 1,220,366円 1人あたり 87,168円 3月 1,201,117円 1人あたり 85,764円 2月 1,001,280円 1人あたり 71,448円 1月 927,450円 1人あたり 66,246円 12月 1,300,430円 1人あたり 92,888円 11月 1,172,230円 1人あたり 83,730円 計5,602,507	定店の中で、ペットボトルを始めるといっても多くは1サイクルで売れていくと思います。おそろしく1回(1回)から買ってきて頂くようになるかと思いますが、上記のように繰り返して売れ込んでいる、バスの減少に繋がっています。

Duskin Group Progress Meetings

Each Block Chief presents a 15-minute report based on report sheets as follows:

Figures Report

Customer Voice

Rivals Report

Headquarters (manufacturers) Report

Own (staff) Ideas

At the end of the meeting, the company president / executive gives detailed instructions to the chiefs.

(6:40 a.m. start)





Internal Assessment

Held three times a year, twice to draft action plans and once to draft a management plan.

Drafting of action plans is done over two days. On one day, action plans are drafted through team activities, and on the other day, each division drafts an action plan.

All employees, including some part-time/casual staff participate in drafting the division action plan. For companies thinking that they would prefer to draft a management plan and then pass it down to each department, this is a good way to study the bottom-up framework/method.

The management plan draft assessment held every March becomes a reference for the management plan drafting and review process.

This is the next step for companies that have drafted a management plan.

Objectives

- 1) Efficiency improvement through assessment Improved ES, CS Improved PQ, G leading to process kaizen and action plan formulation**
- 2) Decision about new system (category owner / member, or new team / team leader / member), including new assessor, and management kaizen plan determination**

Internal Assessment





Thank you for your attention.

Musashino Corporation