



In Pursuit of Clarity: Part 3 in a Series of Articles

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In my previous article for the *BeaverLake6 Report*, I spoke about what I thought we as members of the Specialty Fabrics Industry can be, and, further, what our industry can be. So that begs the question: What actions have to be taken to clearly pursue what we want to be and all that we can in fact be?

For me personally, this was a process requiring that I look into myself as I made the commitment to join our industry. In my first article in this series I spoke of our industry as being "noble," and to a large extent what I looked for within my own values in life were the justification of ensuring that, indeed, this would be a noble undertaking.

Realization of the nobility of our Specialty Fabrics Industry evolved in me as I identified with clarity the real needs we met for our customers, our family of workers and those on whom we depend to allow our abilities to create value in the marketplace.

So now, as a 75-year-old with over 38

years in our industry, my idealism in meeting that purpose does not waiver...it stays with me as if I were just beginning in our industry back in 1978.

As I said in my previous articles, the justification could only be valid if the products and services we provided were without compromise clearly bringing value to the markets we are serving. I also identified entrepreneurs as those who bring that value to the markets they are serving by building on their core-competencies. And those core-competencies can only be developed if there is passion for the end purpose to which they are directed; otherwise, why even get involved?

The clarity, and the pursuit of it, then, must be based on our passion for the market(s) we serve, the abilities we have to do so (i.e. our competency to do so), and our commitment to create the abilities when they do not yet exist. And these elements must pervade throughout our organization, not just at one or another level, but throughout. As leaders of our organizations we have

the responsibility to grow the competency of our organizations. In our industry that means ensuring that we create a culture of commitment to meeting customer needs and that we instill in our co-workers the ethos of self-improvement in addressing opportunities and needs, in fabricating to meet those needs and to the quality of our work in doing so. We must commit to provide the resources & opportunities to continuously improve. In our case, given the variety of markets we're pursuing, our commitment is manifested in many ways, but is verified by our having certifications to meeting international quality standards known generally as ISO 9001, and for our aerospace business pursuits, the addition of AS 9100 to the ISO certification.

Pursuing these certifications is not an easy task, but the degree to which we identify our commitment to ensure excellence in our products and services, we and our customers feel, must be validated through legitimate third-party audits. These audits require very specific clarity in every aspect of how we process

what we produce & the services we provide, an arduous task for sure, but a manifestation of our commitment to develop our core competency to serve our customers.

The beauty of this pursuit, as difficult as it is, is that all of the policies and procedures that we are following are designed by us and/or our customers...so in essence, to use today's colloquialism, we are required to "walk our walk," not just talk.

Nevertheless, the way we and all in our industry will be judged is based on the degree to which we in fact satisfy our customers with the products and services we provide. So, while fulfilling the requirements of ISO and AS may only open the doors to a customer, for us it becomes a way of life to have the clarity of confidence that we will satisfy those customers. Further, the importance of customer satisfaction that we have met, and hopefully surpassed, customer expectations, is that we move more into the value arena than the price arena, which will be the subject of a coming presentation.

Project Highlight: Shade Panel & Hardware Cover Replacement

To the right are before and after photos of a shade panel and hardware cover replacement project A&R Tarpaulins Inc. performed for RC Construction in Rialto, CA.

The customer's existing 25' x 30' shade panel and hardware needed to be replaced after many years of wear and tear from the wind and sun. A&R replaced this cover within two weeks to make sure all the materials that RC Construction stores underneath the cover was kept out of the sun.



Before Photo of the Replacement Project



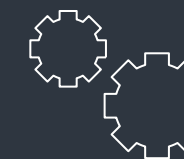
After Photo of the Replacement Project



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