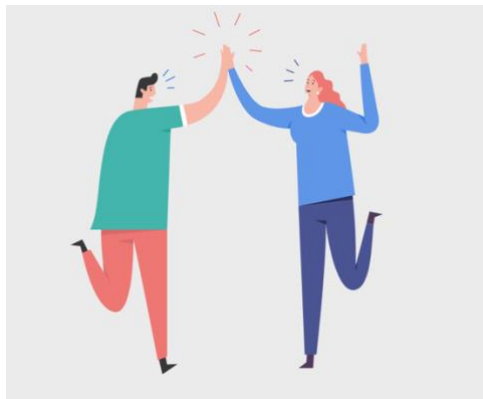


Refurbed Action Plan Guideline For Our Merchants

In order to resume our cooperation, we kindly ask you to provide us with an **action plan** from your side on how you plan to solve the existing problems. Your action plan should encompass **clear goals**, backed by a **strategy** to achieve them but most importantly, it should **identify the root of the problem**.

General Procedure

1. **Investigate** root cause(s) of problem(s).
2. **Develop and implement** your strategy with **clear and measurable goals** on how to improve your performance.
3. **Check** if goals have been achieved.



Examples

Poor product quality: 60 % of the returns are due to signs of usage

1. **INVESTIGATE:** How did it happen that you've sold so many products with poor product quality?
 - Check the orders with signs of usage: How was the product quality of the devices and spare parts you've bought? Who are the merchants of your devices and spare parts?
 - Check internal quality management: How are your quality standards? How is your product quality control executed?
 - Check packaging: Is your packaging sufficient or may insufficient packaging have an influence on your product quality?
 - Etc.
2. **DEVELOP AND IMPLEMENT:** After identifying your root cause/causes ask yourself: How can I improve those processes? Then develop a strategy with clear and measurable goals.

Let's assume you've found two root causes of the poor product quality: bad product quality of the devices of one merchant and insufficient internal quality management.

How can you improve those issues?

- You have found a new merchant for your devices, who is known to offer great product quality and end your business contact with your old merchant.
- You have a meeting with your internal quality manager/ management team and set new standards for the minimal product quality which is needed to sell products and develop a new process on how to make sure those standards are stucked to.

Develop a strategy with clear and measurable goals:

- Share of returns because of sings of usage makes up only 20 % until the end of this month (eg until 30th April).
3. **CHECK:** Follow up on your implementations, check if improvement takes place.
 - Have meetings with your quality management team to make sure if things are running smoothly or if help is needed.
 - In addition to your internal quality management take a close look at the product quality of your new merchant by yourself.
 - Check tickets in RTI to find out about the reasons why customers return your products.

Communication issue (delayed reaction time with over 48 h & local language issues):

1. **INVESTIGATE:** Why is your response time in the RTI is so long and why are you having local language issues?
 - What are your internally communicated response times and how do you make sure they are stuck to?
 - Check if there may be a technical issue leading to long response times.
 - Check if you are using a suitable translation program or if you can switch to a better one.
 - Check if the workload may be too much for your employees.
 - Do you have the possibility to hire an additional employee with the needed language skills?
 - Etc.
2. **DEVELOP AND IMPLEMENT:** After identifying your root cause/causes ask yourself: How can I improve those processes? Then develop a strategy with clear and measurable goals.

Let's assume you've found two root causes of the communication issues: The workload is too much for your staff and the translation program used was not very accurate.

How can you improve those issues?

- You decide to hire one additional employee with the needed language skills.
- You switch to a better translation program and furthermore create template phrases for an consistent communication with the customer.

Develop a strategy with clear and measurable goals:

- Your goal is to improve your reaction time to under 24 h and to reduce the number of complaints about insufficient language skills by at least 70 % until the end of this month (eg until 30th April).
3. **CHECK:** Follow up on your implementations, check if improvement takes place.
 - Have meetings with your staff to check if the workload is okay (and maybe talk about ways of how to work more efficiently) and have a look at the response times in RTI.
 - Check if you still receive e-mails from reporting about insufficient language skills and ask your new employee to proof-read messages and if needed improve your processes.

If you have any questions, we are happy to help.

