

Critical Path for Precast Product Success- The Field Representative

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Learning Objectives Today

- 1. Define the role and value of a precast manufacturing field representative.
- 2. Describe ways to integrate this role effectively into their company structure.
- 3. Identify the potential benefits of having a field representative in time and cost savings as well as sales.



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“Critical Path” and “Field Service”

• Project Success Definition of Critical Path:
The critical path is a chain of linked tasks that directly affects the project success finish date. If any task on the critical path is late, the whole project is late. **The critical path is a series of tasks (or sometimes only a single task) that controls the eventual success of a project. calculated start or finish date of the project.**



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“Critical Path” and “Field Service”

Carleton Corollary of Critical Path:



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“Critical Path” and “Field Service”

Carleton Corollary of Critical Path:
“The critical path of any sewer project goes through the least paid guy on the job!”



Photo credit: Trevor Adeline/Getty Images



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Precast is Perfection



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Precast is Perfection



But "the best laid plans of mice and men often go awry"
—paraphrase of Robert Burns, *To a Mouse*

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How Does Your Precast Company Handle "When Things Go Awry"?

- Three Typical Response Mechanisms:
 - Complacent
 - Reactive
 - Proactive

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How Does Your Precast Company Handle "When Things Go Awry"?

- **Complacency**- is being satisfied but unaware of areas in your life-business that are dangerous or flawed—areas that need attention. ... Complacent people businesses may feel a false sense of security and satisfaction, grounded in an inaccurate self-evaluation.¹




1. <https://thriveworks.com/blog/content-or-complacent/>

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How Does Your Precast Company Handle "When Things Go Awry"?

- **Reactive** - is to be ready to react or respond to something else — as opposed to ready to act on one's own. A person who's reactive does things only in response to others.¹
 - occurring as a result of stress or emotional upset



1. <https://www.vocabulary.com/dictionary/reactive>

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How Does Your Precast Company Handle "When Things Go Awry"?

- **Proactive** - controlling a situation by taking measures to eliminate or mitigate an issue to happen rather than waiting to respond to it after it happens.¹




I believe that everyone chooses how to approach life. If you're proactive, you focus on preparing. If you're reactive, you end up focusing on repairing.
— John C. Maxwell —

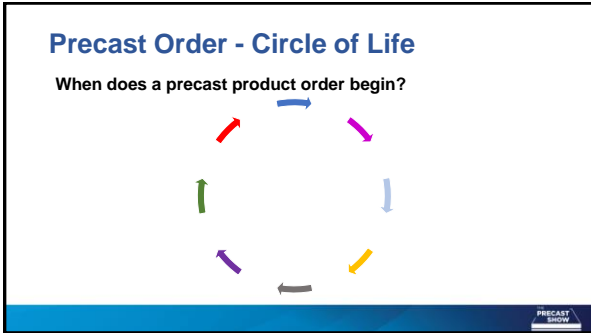
1. I made that definition up

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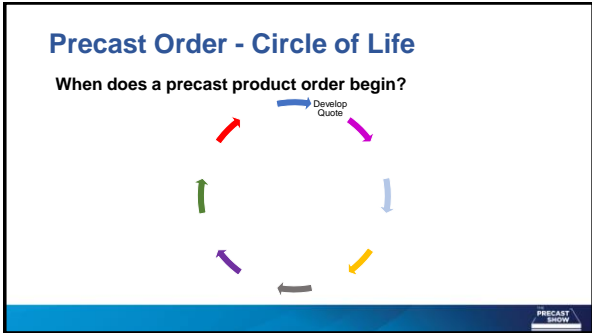
Precast Order - Circle of Life



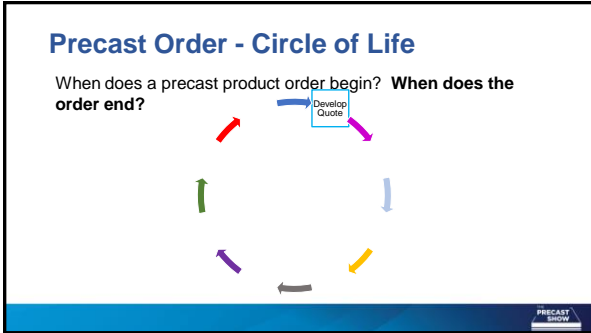
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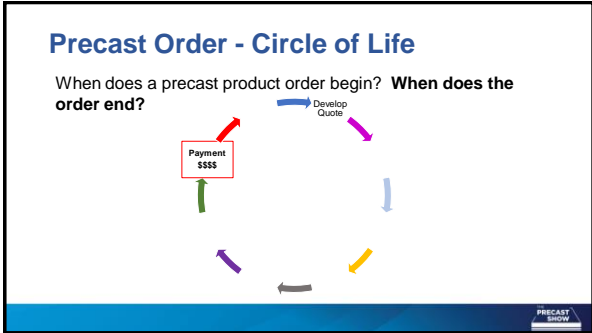
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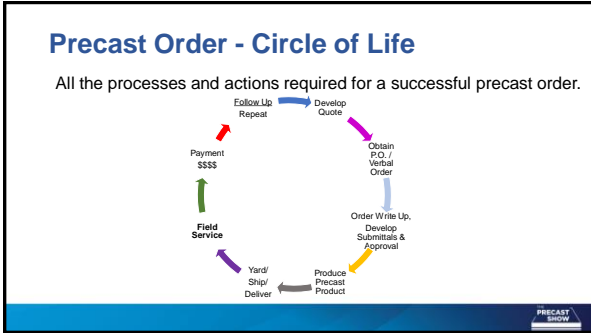
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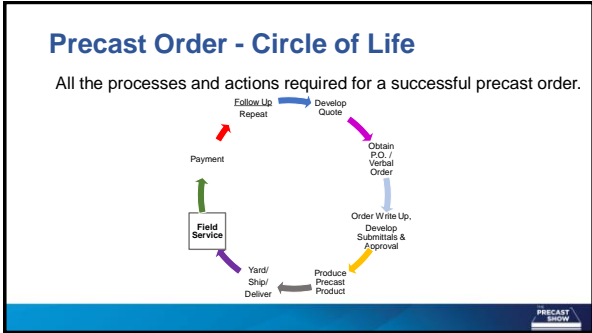
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Precast Field Service - Processes

Conducted simple survey of field services practices across USA.

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Precast Field Service - Processes

- No specific process in place (written) regarding the uniform procedure in receiving customer complaint and the assigned individual to respond and/or resolve the issue.
- No dedicated employee for field service*
 - *Some specific product exceptions; large tanks & electric vaults, 3-sided bridges, large box culverts
- Dedicated employee(s) with job description dedicated to field service as the primary function.

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Precast Field Service - Processes

- All NPCA Certified Plants shall discuss and maintain documentation tracking customer complaints and subsequent corrective actions taken by the plant related to product quality issues. Documentation shall be kept on file for a period of three years and made available to the auditor during each plant audit.

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Precast Field Service - Processes

- No specific process in place (written) regarding the uniform procedure in receiving customer complaint and the assigned individual to respond and/or resolve the issue.
 - Typical process is the issue is either directly called to the salesperson or call goes to the dispatcher who contacts the salesperson. **Reactive System**
- No dedicated employee for field service –
 - Some specific product exceptions; large tanks & electric vaults, 3-sided bridges, large box culverts - **Hybrid System**
- Dedicated employee(s) with job description & support dedicated to field service as the primary function. **Proactive System**

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Precast Field Service - Processes

Contractor Product Quality Concern	Product Inspection/Rejection Issue
Contractor Call: Issue / Complaint	
Delivery Issue: wrong component, missing component	Invoice Error or Concern

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Precast Field Service – Reactive Processes

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Precast Field Service – Reactive Processes with Proactive Elements

- Salesperson**
 - Personal Follow Up Ensure Issue Resolved
- Management**
 - Personal Follow Up Ensure Issue Resolved
 - Budget & Track Costs & Benefits
- Technical/Engineer**
 - Training Inspectors on Product Acceptance
 - Training Contractors on proper installation
- Production/Quality Control**
 - Designated Site Repair Crew & Equipment
 - Assigned Production/QC Management to Oversee Resolution

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Precast Field Service – Proactive Processes

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Precast Field Service – Proactive Processes

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Precast Field Service – Proactive Processes

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Precast Field Service – Proactive Processes

How can we afford him/her? Who is this person?

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Precast Field Service – Proactive Processes

How can we afford him/her?

IF ALL INVOICES WERE PAID ON TIME, SMALL BUSINESSES IN THE UNITED STATES COULD COLLECTIVELY HIRE 2.1 MILLION MORE EMPLOYEES, WHICH WOULD REDUCE UNEMPLOYMENT BY 2%.

When Invoices Are Paid Late: the Crippling Effects Small Businesses Suffer (Infographic) - Eyal Shinar
<https://www.entrepreneur.com/article/292860#>

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Precast Field Service – Proactive Processes

How can we afford him/her?




PRECAST SHOW

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Precast Field Service – Proactive Processes

Who is this person?



Get the **right people on the bus** and the right people in the right seats...
-Jim Collins, Good to Great

PRECAST SHOW

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Precast Field Service – Proactive Processes

Who is this person?




25 Years of Advancing the Industry by Degrees:
Middle Tennessee State, California State University-Chico,
New Jersey's Science & Technology University, Texas State University, South Dakota State University.

Get the **right people on the bus** and the right people in the right seats...
-Jim Collins, Good to Great

PRECAST SHOW

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Precast Field Service – Proactive Processes

How can we afford him/her?



...Get the **wrong people off the bus**...
-Jim Collins, Good to Great *and you can afford the right person*

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Precast Field Service – Proactive Processes

How can we train him/her?



- Plant Production Experience
- Plant QC Experience
- NPCA Leadership & PQS
- Product & Testing Standards
- Construction Site Related Certifications:
 - 8 hr. OSHA
 - Confined Space Entry
 - Crane & Rigging
 - Others?
- People Skills-"job etiquette", no confrontation mentality
- Group Presentation Proficiency

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Precast Field Service – Proactive Processes

Job Duties of him/her?



- Project Record Keeping, Photos
- Product Inspection (pre & post delivery)
- Construction Crew Product Training
- Conduct Minor Product Repair, Supervise Larger Site Repair
- Liaison Between Field Customer
- **Build Business Relationships**
- Time Flexible with Construction
- Multi-task Projects


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Precast Field Service – Proactive Processes

Equipping of him/her?


- Pick Up Truck & Tools
- Phone
- iPad / laptop
- Business Cards



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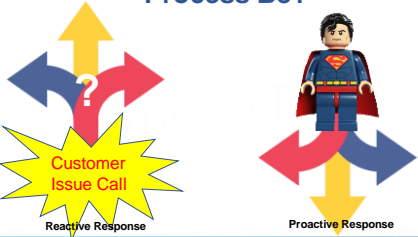
Precast Order - Circle of Life

All the processes and actions required for a successful precast order.



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Precast Field Service – What Will Your Process Be?



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Precast Field Service – What Will Your Process Be?

- **REMEMBER:** Recent Contractor Surveys Show In These Supply-Chain Difficulties **They Are Giving Order Preference of 4 To 1 In Favor Of Superior Field Service Over Low Price!**



Photo Credit: <https://www.mcafeetast.com/stuff-happens-so-get-your-contract-in-writing/>

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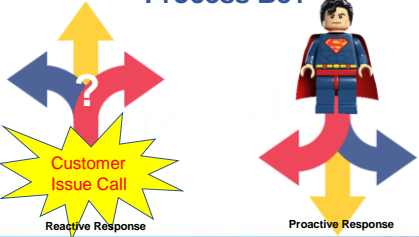
Precast Field Service – What Will Your Process Be?

- **REMEMBER:** Recent Contractor Surveys Show In These Supply-Chain Difficulties **of 4 To 1 In Favor Of Superior Field Service Over Low Price!**



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Precast Field Service – What Will Your Process Be?



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With thanks and appreciation to the following for their time in assisting with this topic and presentation

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Kelley Lloyd	Alcrete Industries	Steve Gentry	Forterra Pipe & Precast
Dave Sweet	Precast Services, Inc.	Asher Kazmann	Locke Solutions



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