

# We Asked... You Answered...

## We Listened!

### We were interested in what you had to say about:

- > Your experience with us...
- > The quality of our work...
- > Our responsiveness to you...
- > How you perceive our value...
- > Areas where we can improve...
- > Services you would like Jansen to provide...
- > Advice that you would give us...

In the first quarter of this year, Jansen Combustion and Boiler Technologies, Inc. retained an outside consultant to interview some of our customers.

**What We Learned:** First, the responses confirmed what we had been hearing before – that Jansen's reputation for service, responsiveness, quality, partnering, and value are all high. Some respondents said it would be helpful if we had an east coast presence. We have quickly acted upon this and hired Mark LeBel to be our point man in Atlanta. We believe this move will increase our responsiveness to our east coast customers.

**The Jansen Experience:** Clients reported they had experience with Jansen on projects that included: air systems, recovery boilers, TRS system reduction, bark boilers, biomass workshops, engineering studies, consulting designs, circulation studies and analyses, and superheater upgrades. The wide range of experience of our respondents showed that as a group they have a good history of working with Jansen and are familiar with our services.

**Quality:** The respondents' comments indicated their pleasure about the quality of our work. What pleased us most were comments given to questions about our projects or designs. You said we work with you as a partner in remedying a problem, resulting in an effective solution. We pride ourselves in working as a partner with our clients, recognizing that you know your systems better than anyone and that our job is to team with you to develop solutions. Your input is invaluable.

**Responsiveness:** We were pleased with your comments about our responsiveness, but this area provided a learning opportunity for us as well. While you reported that we were typically very available on the phone and got back to you in a timely way, there were some comments here and in the "advice" section that we are evaluating. For example, you indicated it would be helpful if we extended the time frame of project follow-up when a job is completed. We are seriously considering how we can best address this suggestion.

**Value:** While most respondents noted our prices were competitive and they received "...fair value..." there were comments that our prices were at the high end. While this was mitigated by positive comments about our quality, technical expertise, and the value received for the price paid, our take away here is a commitment to work hard on our pricing to make sure it is competitive. Further, we will not allow our quality standards to deteriorate as a consequence of efforts to reduce prices.

**Where Could We Improve:** This was one of the most interesting and valuable areas of the survey. Suggestions were varied and ranged from serious to humorous – including that we adopt the motto of "...The Boiler Doctors...". We have addressed the suggestion of an east coast presence. There were some comments about our process analysis phase which suggested we were too thorough/conservative in asking our clients for "...too much..." information. Further, it was suggested we retain a fossil fuel expert. It was also suggested we take a good look at our training materials to make sure they were cutting edge. We found it interesting that there were a number of suggestions that we ought to carry out more marketing of our products, particularly of new services. Our consultant summed it up when he reported: "... Jansen has excellent products and an excellent reputation, but not everyone knows this nor the full range of services and products..."

**Additional Services:** For obvious reasons, we also found this section to be very interesting. Many of the respondents suggested we either expand our portfolio of services or partner with other companies to provide turnkey packages (which we do, but we need to do a better job of making this known to all of our customers). There were suggestions we expand further into the world of coal-fired boilers and lime kilns. However some of the respondents suggested caution. We were pleased with comments such as "...what Jansen does, they do well... they should be careful about expanding as many companies expand and forget what they did well..."

**Advice to Jansen:** As you might expect, we heard a wide range of suggestions including: continue to hire engineers to think outside the box, develop a long term project follow-up program, partner with an OEM company, stay attentive to competitive price issues, listen to customers, and perhaps our favorite: "...don't screw up what they are doing..."

**Summary:** We appreciate very much those who participated in this survey. We believe we have learned a lot about how our customers perceive us, what they like about our services, and where we can improve.

### Our Jansen management team thanks those of you who participated in the survey.

We pledge to the respondents and to all of our customers that we are looking carefully at the details of the survey report. We will continue to study and evaluate your comments – and act upon them. Most importantly, we have learned from this survey and will continue to listen.



Ned Dye



Arie Verloop



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