

soon became outdated, and due to a number of engineering changes, parts catalogs also became obsolete.

In summary, *Ilion's service group was left ill-equipped to handle the management of 235 Service Centers.* This situation developed due to Remington's "factory repair" philosophy that did not evolve with its' new strategic redirection. Remington's relationship with these Service Centers was at arms length and an infrastructure to collect and analyze malfunction data did not exist. Technical documentation was outdated and inaccurate, and the gunsmiths at the Service Centers needed training on Remington products.

Early in 1995, 20-25 strategically located Service Centers were re-evaluated based upon pre-established criteria of quality, service and turn-around time. By mid 1995, a "repair network" had been established in concert with K-Mart to reduce the volume of guns being forwarded to the factory. By the end of 1995, other networks were established for Wal-Mart and the general customer. *To-date, the majority of repairs have been executed with approximately twenty (20) outside Service Centers.*

Although our *average turn-around time-to-repair has dropped to eleven days, this profound strategic change in our repair philosophy, from "Factory Repair" to "Outside Service Centers", has been met with some major challenges.* With over 14,000 firearms repaired in 1996, significant problems still exist. They are:

- Customer relation skills of our warranty repair centers.
- Overall confusion with our customer base relative to Remington's current repair procedure/policy.
- Chargeable repair/policy.

Phone Center - Ilion

The responsibilities of the Ilion Arms Service Phone Center was historically threefold:

1. Provide general information regarding operation, maintenance, and history of Remington's firearms.
2. Place parts orders.
3. Counsel customers on firearms repairs.