

# tousa today

Summer 2004



## Two-Way Street

### Partnering for a Seamless Customer Experience

By Phil Koester

When I founded my business in 1990, my end goal was to provide quality installation of tile and marble products at a fair market price. I knew, however, that "quality" has different meanings for different people, so I was passionate that "quality" at PJK Tile would mean unparalleled service for customers.

I've been working with TOUSA's Houston division since I first opened my doors. In fact, the division was so impressed by my dedication to "quality" that I became its exclusive tile vendor just 90 days after I went into business for myself.

Since TOUSA implemented JRJC, however, I have come to redefine quality. JRJC breaks down each job into its individual parts, with goals, expectations, and responsibilities clearly defined and communicated. This means that we can track efficiency numerically – without finger-pointing. We know exactly what to expect from other contractors, as well

as from TOUSA, so we can be more efficient in our own planning.

JRJC has allowed us to significantly reduce our call-backs, and that adds money to our bottom line (not to mention helping the Houston division speed up the completion times for their homes). Since January 2004 alone, we have witnessed a 200 percent increase in our ability to finish our TOUSA projects on the first visit.

I have embraced JRJC at all levels throughout my company. Not only do I make sure that we evaluate every Newmark home at various points in the tiling process, as specified by JRJC, but I also want every person on my team to be involved with the inspections, even if that means four or six people showing up for an inspection.

My mantra has always been that excellence is the result of caring more than others think is wise, risking more than others think is safe, dreaming more than others think is practical, and expecting more than others think is possible.



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I found a partner in TOUSA. Improving the process of homebuilding through more effective communication helps to drive down costs for all parties. Increased efficiency makes everyone more successful.

I've added an extra line to my mantra: excellence is also the result of clearly delineating expectations and following through to make sure that they are executed. Now, I'm trying to bring that level of excellence to my other projects, by adopting some of the JRJC tools with other homebuilders.

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