



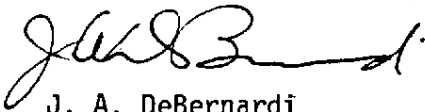
Interoffice Communication

To John Levardsen - Saddle Brook
From J. A. DeBernardi
Date August 8, 1980
Subject VCM Transfers - Certain-Teed

In July and again in August, our system for providing information to Certain-Teed related to transfers of VCM to them has tended toward the potential of embarrassment of both the Marketing and Product management areas as well as the plant. The delicate nature of our dealings with Certain-Teed indicates the need for all communications with them being well coordinated and understood within our organization prior to being passed on to them. To this end I suggest the following actions be considered.

- 1) Prior to any conversations with Certain-Teed on transfer volume and/or timing, the production and shipment plan by S&D be reviewed for possible conflicts.
- 2) The VCM Plant Process Superintendent be contacted to assure that plant problems or circumstances that might influence S&D's plan are included in the production and shipment plan being used for reference.
- 3) If conflicts arise, alternates be explored prior to contacting Certain-Teed and agreed upon as to their workability by S&D, the plant, and Marketing. The possibility of these conflicts also need to be made known to Certain-Teed up-front and not sneak into the system during the agreed upon transfer period.
- 4) The exact transfer quantity should be communicated to the plant by S&D or Marketing, not by the customer.
- 5) Responsibility needs to be assigned to S&D, Marketing, or the plant to make contact with Certain-Teed related to transfer plan, problems, and options, as well as quantity. Different stories to the customer from different people lead to confusion and embarrassment for all.

Certainly these suggestions will not eliminate all problems of communication with Certain-Teed. However, the setting of guidelines as suggested above and the adherence to their use by S&D, the plant, and Marketing will improve the present situation and eliminate a great deal of the confusion and potential for embarrassment that presently exists.


J. A. DeBernardi

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