

The Micronclean **SKIEs**

OUR VISION, OUR VALUES



STEWARDSHIP / KNOWLEDGE / INNOVATION / EXCELLENCE

Micronclean - Your Family

- › This document captures the essence of the unique culture that is Micronclean and the subtle driving force that has spanned three generations. The culture transcends the changing markets, products and services that the company is involved with at any point in time, and the individual strands described in the pages that follow weave the passion for excellence that is the hallmark of the business's success. The many strands are drawn together into four principles to allow them to be more easily understood and externalised.



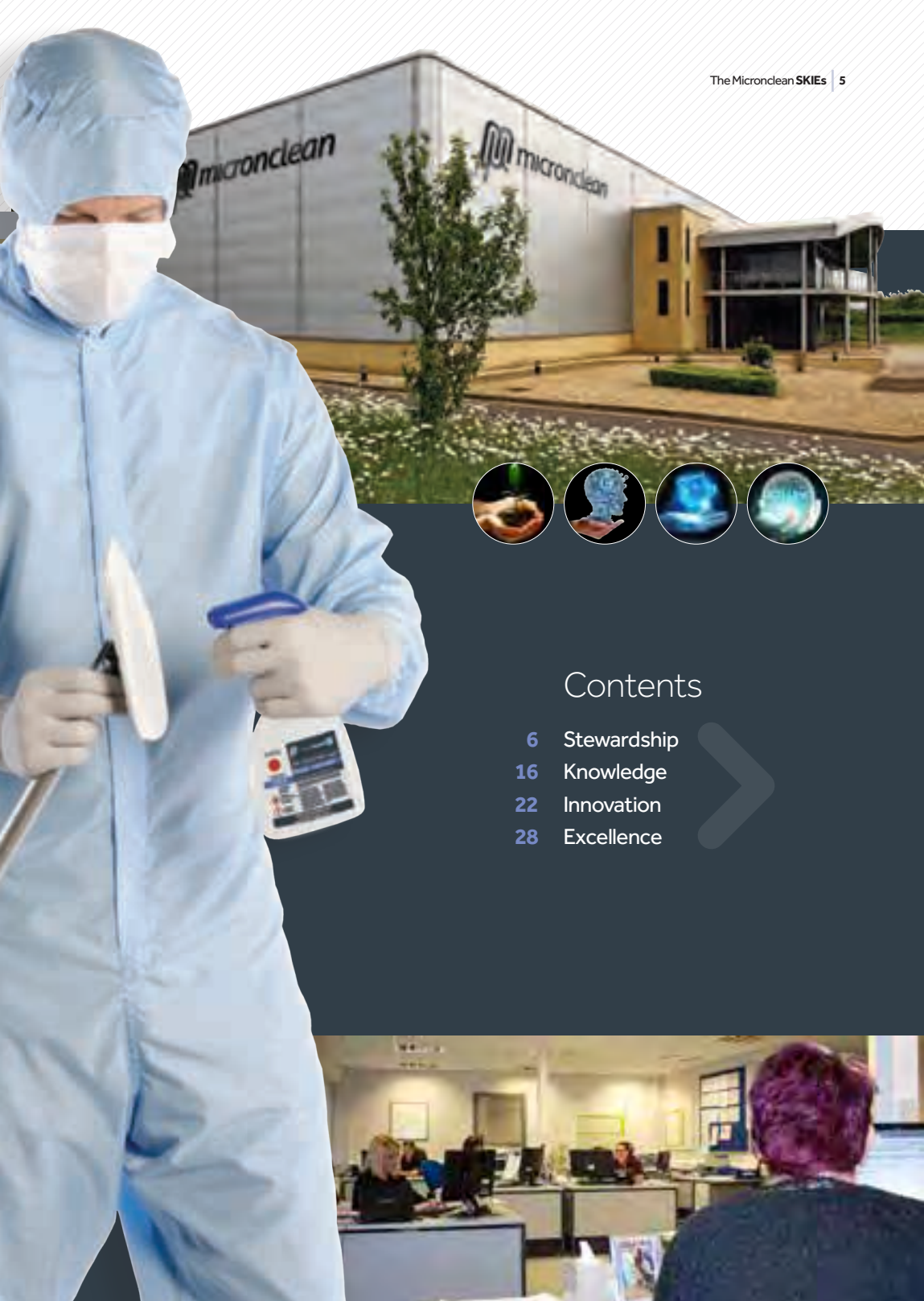
The four principles of **Stewardship**, **Knowledge**, **Innovation** and **Excellence** are the Micronclean SKIEs. They provide a compass for our strategic direction, help inform the multitude of day to day business decisions and keep our customers firmly at the centre of everything we do.

STEWARDSHIP / KNOWLEDGE / INNOVATION / EXCELLENCE



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➤ Stewardship



Stewardship has the dictionary definition of “an ethic that embodies the responsible planning and management of resources”.

For Micronclean “Stewardship” encompasses this basic meaning but adds to it the way in which we disseminate and perpetuate the values and ethos of the business.

These values are explicitly stated in this document and taught so that they become embodied in everyone and everything that we do. Stewardship is a management system that captures and institutionalizes Micronclean’s culture and uses it to inform business decisions. You should ask the question “is this decision consistent with SKIE”. This guidance reduces the company’s dependency on any one individual and increases its resiliency to face the unknown. Stewardship gives the company a clearer self-image and allows it to stride with confidence into the uncertainty of the future.

A Family Business

Micronclean has been owned and managed by the Fry family since Cedric Fry acquired Fenland Laundries in 1928, though the laundry had been in existence for many years prior to that. Donovan Fry took over when his father Cedric died in 1968, and he in turn handed over the reins when he retired in 1993 to his son Simon Fry who is the current family member in charge of the business. Ownership by one family for so long stamps an identity that separates the company from other businesses. This is manifest in many places in this document, but derives from an ambition to build a legacy of a great business. This is a long term focus to create world beating technology, systems and services backed by consistent financial investment. More than anything, it is about pride. Pride in our facilities, pride in serving our customers, pride in being the best, pride in a community of likeminded people that are allowed to flourish and grow.



Legacy

We strive to leave more than we started with. This is not about making a quick buck and moving on. It is about creating lasting entities, whether these be products, systems, services or facilities, that are enduring and act as a base for future development. It is about being able to stand back and say "I helped create that and I am proud of what we have achieved".

Long Term

As a privately owned business, Micronclean is fortunate that it does not have to maximise short term profit at the expense of long term success. Indeed the opposite is often the case. The business can weather periods of low profitability and high investment with a strong strategic plan to build for the future and the business understands that these cycles are almost inevitable. At the micro level, the long term focus is on building excellence into everything we do even if this costs a bit more and takes a bit longer.

The reward is that we are sustainably better than our competitors and this feeds through to long term customer satisfaction and profitability.

Community

A family is a community, and the community of Micronclean is a large family. For the business to excel, its family must be developed and nurtured, and the family must, whilst being on occasion challenging, for the most part be harmonious, supportive and communicative. The success of tomorrow will be determined by how well we grow the family of today.

Pride

Pride must be at the core of the business. This is about taking personal responsibility for our workplace and our actions. It is what makes us pick rubbish up from the floor when we don't have to, and it is what makes us go the extra mile for a customer.

➤ Stewardship (continued)



Pride is about feeling that we are part of something important and good and that we have helped to create it. Pride cannot be mandated and is the result of getting many of the other aspects of this document right. Pride is a subjective measure of the company's health.

Act with Integrity

A high ethical integrity is at the heart of Micronclean. This is not the only way to succeed in business, but it is the Micronclean way and all our actions and decisions should be judged against this tenet.

Integrity is an umbrella covering many aspects of behaviour, but at its core is honesty to tell the truth, even where this is difficult, and a sincerity in our work which can be contagious to all around.

Get this right and people want to work with you and customers gain a respect for the Micronclean brand. Get this wrong and the workplace is filled with distrust and our brand reputation is soon destroyed.

Honesty

Honesty is easy when the message is positive but much more difficult when this is not the case. However honesty, particularly in adverse situations, is a requirement of how we do business. Admitting to a customer that we have made a mistake rather than covering it up may cause embarrassment at the time, but allows us to rectify the problem and builds long term respect when we do so.

Being honest in the workplace allows us to uncover imperfections in our systems and to continually improve them where dishonesty brushes everything under the carpet and perpetuates bad practice. Being honest with each other can be difficult, but ultimately builds trust. Being dishonest can be an expediency, but breeds mistrust and a lack of cooperation.

Sincerity

Sincerity is generated when a personal value set aligns with that of Micronclean and its family. The expression of sincerity is passion, joy, engagement and achievement and this is a contagious condition that breeds success in teams, and trust in customers. Sincerity is being able to express views honestly in the knowledge of respect bred from a deep connection with the Micronclean family. If your values do not align with the SKIEs you are probably unhappy in trying to conform or if you sincerely express what you feel, you will be misaligned with your colleagues and the business. Sincerity is hard to fake, and is key to progression and success.

Mutuality - Behave to others as you would expect them to behave to you

Mutuality is a business expectation for how we all interact with each other, including and indeed particularly where one person has line responsibility for another.

Mutuality is perhaps best encapsulated by "treating people the way you would expect to be treated yourself". It is actively expressing equality in an unequal situation. It is sharing information and views, but then listening for and demanding the same in return. It is about showing respect for the views and abilities of others when you disagree with them as you would expect others to respect your views. It is about being fair to those around you as hopefully you have benefitted from fairness to you.

This mutuality or reciprocity creates trust and engenders a willingness for teams to work together and go the extra mile for each other and the business. The management philosophy of Micronclean must embody this concept of mutuality.

Management Philosophy

The Board of Micronclean sets the strategic direction and targets for the business including major projects and areas of change. The management structure ensures that the company operates on a day to day basis at a high level of excellence and efficiency and helps implement the direction set by the Board. This command and control structure is required, and must remain effective, but is not in itself sufficient for the company to flourish. Indeed if all decisions were to be taken by the Board and passed down, the company would stagnate under their weight and everyone else would become disconnected.

➤ Stewardship (continued)

For the company to be customer focussed, quality driven and reactive, it is essential that decision making is not top down, but rather bottom up, and that most decisions are taken by staff directly involved at "the coal face". This however introduces a very real challenge. If decisions are taken in a vacuum with a poor understanding of their effect on the overall business, the company would fly apart driven by a lack of coherence or alignment with company strategy.

The purpose of The Micronclean SKIEs is to create a back drop, a "SKIE scape", against which individual decisions can be made. This is a great first step but is still not enough. The management structure for the business must blend "command and control" with "support and enablement". The purpose of management is still to implement strategic change, but becomes primarily focused on creating an environment where everyone is trained, knowledgeable and empowered. This requires the manager to be an enabler of teams rather than a controller of people and this in turn requires a specific skill set centred around the ideas of mutuality embodied by the paragraphs that follow. These skills will be explicitly assessed as part of the appraisal system.



Sharing

This is important at so many levels. At a corporate level the business will endeavour to share all but the most confidential of information. The company believes that very little information will damage it if leaked and that the benefits of sharing are to inform, empower and build common ownership within the business. At a departmental level, sharing ideas and problems involves everyone in them. Not only can this lead to better solutions, but is an essential component in their successful and early implementation. This is a mutual process. Not only must managers share information with their staff, but they must ensure that staff are encouraged to share information with them and each other and they must learn to listen and encourage debate.



Departmental issues must not be ignored – they must be talked about and shared. At a personal level, sharing is a part of the human condition and an essential component to creating mutual respect.

Listening

This is the flip side of sharing. To share, someone has to talk and someone has to listen. This must not be one way. If you make a statement, you will not only be expected to listen for a response to it, but you will be expected to actively solicit a response, to draw out of this any difference of opinion and to encourage constructive debate. If you are the listener, you will be expected to turn the tables and comment back on what you have heard being critical where appropriate or simply to clarify and solicit more information.

Respect

Respect for you is of course earned through your actions. However you will be expected to recognise the skills and knowledge in people around you and to draw on these whenever you can. If someone's ideas are different to your own, this does not make them wrong. It means that you have not explained yourself well enough, you have not shared enough information, have not listened to them properly, or indeed that their point is fully valid and must be taken into account by you. If you try to understand other's viewpoints, this is showing them respect and, if you do that, you will in turn earn respect from them. This is not about all trying to agree with each other or walking on eggshells, but rather gaining an understanding, accepting divergent opinions, and reaching decisions having considered these. Mutual respect is the key to getting the most out of people for the business as well as creating a supportive workplace.

Fairness

Treating people fairly is essential in Micronclean. Having favourites and treating them preferentially is divisive and leads to factions that do not work together effectively and at the extreme can lead to bullying. Being fair is not being "fluffy" but rather ensuring that difficult decisions are communicated well and administered across staff equally or with rationale.



➤ Stewardship (continued)

Nor does it mean that people are treated equally in all circumstances, but rather where one person is chosen over another, there are clear reasons why and these are communicated if the decision is potentially divisive.

Trust

Trust is an outcome. Share information, show respect for others, and treat people fairly and you will earn trust. Trust is powerful. If people trust each other they will want to go the extra mile together. At a personal level, this can be motivational – who wants to work with people they do not trust or respect? At a corporate level it gets buy in and energy to achieve great things.

Invest in people

It is a truism to say that people are the life blood of a business, but it is this fact that makes it so important. The ideas and philosophy of The Micronclean SKIEs cannot be achieved without great people properly trained, motivated and empowered. This section looks at how we achieve this. There are very rarely bad people who do not want to make a success of things. However there may often be people who do not share, and may never share, the culture of Micronclean. Investing in people is not about being nice to people (although this helps) but rather ensuring that we have people who share the value set of our SKIEs.

Recruitment of new employees into the business is essential and this process draws the achievements, skills and knowledge of a candidate from a CV. However the most important part of recruitment is to assess whether a candidate will “fit”. A lot of money time and effort is expended in recruiting and training people to the point where they are effective. Investing in people is about selecting the people we believe will make it and about identifying at an early stage those that will not. This is not a “nice to have”, but is critical to the long term future of the business. In any family business there is always a risk around the issue of succession, and indeed it is rare for family businesses to succeed through multiple generations. Micronclean is doing pretty well in this respect, but it is important to make the business more resilient to the issue. Embedding an explicit set of values and a culture, encapsulating these in the SKIEs and ensuring everyone in the business is fully trained and bought into them creates a stable and largely self-supporting structure. To this needs to be added a development structure that means that today’s recruits are grown into tomorrow’s managers and directors. This makes the specifics of family succession less critical and leads to a structure that is more resilient to a light hand at the tiller from the family.

Of course development is a two way process. Micronclean can provide the development

structure via top down formalised systems that enables progression, but it is essentially the personal responsibility of every employee to grasp the opportunities and to succeed for themselves and for Micronclean. Similarly most development will actually take place in the workplace and in teams, and focussed positive contribution at team level will be demanded. This has the immediacy of ensuring effective business control but with the right team ethos will also create a positive learning environment in which people can grow. Finally, all training and development is to no avail if information is not openly shared and available to enable employees to perform, to learn and build knowledge and to take decisions against. Communication is therefore vital, must be two way, and is always a compromise between "need to know" and "swamping".

Development

People development is a key success factor for the business. Micronclean will therefore maintain up to date management and IT systems focussed on identifying development requirements and delivering the associated training and opportunities. However, people development within the business needs to be much deeper and wider than that which can be delivered from a dedicated Human Resource (HR) Department on its own. The HR Department can undertake much of the administrative work and can provide support,

but the real delivery of "Development" comes from within the workplace and is attitudinal. This is a process of identifying individual's skills and using them to best advantage and of identifying weaknesses and helping to address these through mentoring and training. It is a process of countless day to day interactions transferring knowledge and providing practical advice. It also requires departments to "give up" some of their best people so that they can learn about other parts of the business and broaden their knowledge and experience. This wide multi-disciplinary exposure is an essential component for the company to deliver customer focussed products and services from people who know what they are doing. Equally important, it also opens up career paths for people at every level of the business. An important part of the development process is the annual appraisal.

However this should be the tip of the iceberg. This formalised processes forces the identification of weaknesses and strengths and sets objectives to help the company reach its strategic goals. These must then be re-visited on a regular basis throughout the year to ensure that progress is being made in a timely fashion. Development is a two way partnership. The company will provide the systems and structures to develop people and will support external training (up to degree level in some instances where this is business related).

➤ Stewardship (continued)

However the employee must also grasp these opportunities and take personal responsibility for ensuring that they learn and develop including out of hours learning where appropriate.

Personal Responsibility

While Micronclean can provide a formalised development framework, on the job support and an environment conducive to effective work, it is the employee who must grasp the moment. In this respect attitude is everything. Enjoy the job, be part of an effective team, focus on achieving personal and business objectives and take pride in what you do or alternatively do the minimum to stay in the job. The latter not only leads to a miserable demotivated employee, but will not in fact be the minimum to stay in the job! The company requires positively focussed cohesive teams and will work hard to help achieve this and to help individuals through times of difficulty, but it is ultimately the employee's responsibility to be a positive part of the team. To misquote JFK's famous and powerful speech "Ask not what Micronclean can do for you, ask what you can do for Micronclean".

Teams

As with any business, teams are a critical part of Micronclean's success at every level of the organisation. Teams come in all shapes and sizes.

Every employee will be a part of a static team which is their department. There are many formalised teams for specific purposes that meet periodically to control the business. These may be a sub-set of people in a department or more commonly are cross-departmental. There are also ad-hoc teams that are formed to solve a particular task, meet a number of times and are then disbanded when the teams' objectives have been met. As the company has grown the formation and management of teams has been increasingly devolved and this trend needs to continue. Teams, and particularly meetings, take a lot of time and it is therefore important that every team is focussed and has clear objectives, and that the team is made up of people who contribute and deliver on time against any delegated task.

It is also important that teams do not become dominated by an individual, that they remain critical and challenging, and that "Group Think" is avoided. Team participation and management will be monitored through the appraisal process.

Communication

Micronclean strives to be a good communicator, but it is impossible to get this aspect of business life right and this is an increasing problem as the company grows.

To communicate everything to everybody would take too long - both to assemble the information and to read it. However, too little communication leads to fractionation and the left hand not knowing what the right is doing. Communication will therefore always be a balancing act between these extremes. The business is very open with information and wants employees to not only know what is necessary for their job but also what is happening throughout the business. This wider knowledge should help employees make the right decision in unforeseen circumstances, should help build cooperation between departments and should focus everyone on top level company objectives. It should also make everyone feel included and a part of the whole. If, as an employee, you feel that you are not receiving this wider information, please ask a director as you will almost certainly not be alone, and the company will want to find a way to improve. However, the requirement is not just for a flow of information from the Board outwards. As more activity is devolved it becomes increasingly important that the information flow is in both directions! This means that it is not just someone else's responsibility to communicate, but that it is also your responsibility!



➤ Knowledge



Knowledge is the foundation of Micronclean's ability to serve its customers with Excellence and Innovation.

In this sense it has a similar role to Stewardship. It must pervade the business and form the back drop against which Micronclean's activities are played out. It is a precursor and enabler to all that we do. Without Knowledge we are fumbling and crashing in the dark.

With Knowledge we illuminate Micronclean's landscape of business processes and spotlight the points on which to focus devolved decision making. Knowledge is the life blood of the business, that must be continually kindled, and that fades to darkness if left to wither.

Being the best

Micronclean has the strategic ambition to be the best in the markets it chooses to serve. This is easy to say, but what does this mean? We must be better than every competitor. We do not follow, but lead. We create "Quality Today - Innovation Tomorrow". More marketing hyperbole? Again, what does this mean?



We need to spread information, knowledge and training across the business so that everyone is an artisan, a master of their trade, an expert in their metier. We must create a breadth of knowledge so that every activity can be contextualised as a part of the whole. Knowledge and training coupled with the old fashioned concepts of apprenticeship allow independence and autonomy, a devolved, self-regulated quality. We must understand our customers so that we can see opportunities.

We must understand the faults in our processes to re-engineer. We must understand our core technologies so well that the next innovation jumps out. We must be dissatisfied with where we are and always searching for improvement. We must be perfectionists looking for the chinks in our armour that drive change and innovation. We must cherish mistakes as an opportunity.

We must be so dissatisfied with where we are, so driving for improvement, so thirsting to better ourselves that the question of whether we are better than our competitors is irrelevant. We stand apart from them and our customers see us as different.

Being the best is aspirational and is achieved by a thirst for knowledge and betterment supplied through many of the processes described here.



Expertise

To be the best we must be experts in the core components that make up Micronclean's services and products. This means we should have an almost "nerdy" interest in our technology, a constant questioning to understand what we do. We should employ people who have the capability and education to do this. We should encourage everyone to understand their work environment, the activities that they do, and the wider implications of their work.

The last few years have seen sub-contracting of many activities in businesses and this can drive out expertise. As an example, the laundry industry has sub-contracted the supply of chemistry in the wash process. Now, unbelievably, very few laundries retain the knowledge of how wash chemistry works and how to change it to improve process and reduce cost. The industry is almost totally reliant on two large chemistry suppliers. Micronclean has deliberately reversed this gaping hole of knowledge by employing a PhD level chemist, and by training wash house personnel in basic wash chemistry. This does not necessarily reverse the use of sub-contract suppliers, but ensures that Micronclean is fully in charge of the arrangement. In contrast to most (if not all) of its competitors,

➤ Knowledge (continued)



Micronclean can once again formulate market leading wash chemistry for its customers that creates defensible intellectual property. As a second example, Micronclean has retained an in-house software capability creating its Protrack software. This is in contrast to virtually all other laundry companies that buy in industry standard software. The consequence is that Micronclean now has an industry leading position in its control of garments through its processing facilities and the provision of garment tracking and validation data to its customers.

Increasingly, success in business is knowledge driven. Micronclean drives knowledge into its business by an openness of information and by consistently delivering training. Expertise goes a step beyond this. Micronclean relishes the opportunity to create expertise in core areas of the business. Sometimes this is by recruiting in specific degree level personnel, but more often it is by sponsoring existing and dedicated employees to obtain higher levels of education, whilst in employment, up to degree level where appropriate. Micronclean positions itself to be the leading supplier in small to medium sized technically driven niche markets.



The business achieves this leadership by ensuring that it builds expertise in relevant areas of technology, and this in turn means that the company will increasingly need to employ scientifically trained staff to work on creating technological expertise and leadership. This process will accelerate as the company moves beyond its laundry roots into more technically based industries such as medical devices.

Expertise sets us apart from our competitors and gives us enormous power and flexibility to meet and exceed the requirements of our most demanding customers.

Customer Knowledge

A specific form of expertise resides in the knowledge that Micronclean has corporately built about its customers and their markets. Micronclean is The Expert in the control of cleanroom contamination, and much of the company's innovation has been built or strongly influenced by this expertise. This knowledge has historically been collected in an ad hoc fashion and a more systematic process could accelerate the knowledge flow into the business and help fuel Innovation. Knowledge flows to and from our customers down a narrow pipeline of dedicated sales and service representatives.

› Knowledge (continued)

Focussing the Knowledge process onto this sales channel will be an ongoing priority and has the dual benefit of demonstrating expertise to our customers, and harnessing information from them that will in turn drive the Innovation process.

Detail

Knowledge is not just about training and communication. To make this lasting and durable, the information needs to be captured and become part of a collective corporate consciousness. This data resides in many locations from the standard operating procedures (SOPs) that lock down and standardise the company processes, the preventative maintenance schedules used by engineering, the R&D data that forms the base of new products, and the validation processes used to demonstrate the compliance of our systems. Micronclean is constantly changing and the Innovation process drives this change faster. However when change is implemented the detailed data must be captured to lock it in place and to perpetuate it for the future. This process of detailing is critical to the business. It devolves control in the business. It captures and retains expertise. It is required by our customers.

The Knowledge Process

Knowledge and information are aspirational concepts. It is not possible to have perfect knowledge and the process to attempt to achieve this would kill any business. There is a balance between providing enough information and training for jobs to be done properly and providing too much which increasingly consumes time and resource and swamps the business. Micronclean is committed to being open with its business information, believing that very little information is truly confidential. If the company is not communicating adequately to you, this is not because of a lack of willingness or a wish to hide the information, it is just that it is very hard to communicate the correct information to everyone all the time. Let us know, or ask for the information – the company wants to provide it. Training is similar. The company wants to train and if you are not getting the training you would like, ask! Training is delivered in a number of ways. The primary training is provided on the job. This is formalised training against SOPs and less formal mentoring from peers and supervisors. Secondly, Micronclean provides a number of internal training courses around specific requirements that a number of people share. This training will normally be provided in a team format. Thirdly the company tries to identify specific requirements for individualised training in the business.



The Human Resources (HR) Department organises training, and this function of the department is likely to grow as the company becomes more proficient in identifying training requirements. The annual appraisal process provides an opportunity for everyone to discuss any training requirement that they have and provides a company feedback mechanism to monitor the effectiveness of training provision. It is as much an employee's responsibility to ask for training as it is the company's to suggest training.

Creating Knowledge in the business is not a one way process. It is not the delivery of a training course, though this is of course part of the answer.

True knowledge is a two way process. It requires a "learning" environment where anyone can say "I don't know anything about this" without embarrassment and everyone else will help and explain. A blame culture will kill the creation of knowledge. If someone is blamed for getting something wrong, that person will clam up and never admit that they do not know enough. The environment must encourage everyone to ask questions, to probe and to dig and to want to understand. This culture is fragile and is easily destroyed. It is a primary responsibility of managers and supervisors to create a learning environment and they will be assessed on their success. It is the primary responsibility of everyone to learn and you will be assessed on this.

> Innovation



Micronclean's primary strategic choice is to position itself as the technological market leader and this fact is core to so much of what the company does and indeed defines the business.

This was a deliberate choice borne out of the ashes of the consolidating undifferentiated laundry market that has existed in the UK since the 1970s. It sets us apart from all other laundry businesses in Europe and allows us to flourish as a relatively small market player where other similarly sized laundries have struggled to survive or indeed have largely disappeared.

This strategic direction is long term and inviolate and, whilst our roots will always be in laundry, is transforming the organisation into a provider of contamination control products and services and increasingly into a medical device manufacturer. Innovation is not driven into the business because these new markets demand it, but rather it is our investment in innovation that is driving us into these markets.



Portfolio model

Products and services have a natural business cycle which was most succinctly espoused in a business model released by The Boston Consulting Group in the 1970s (shown left). This is a simple model, but it is at the core of Micronclean's business philosophy and so needs explicit explanation as set out in the text below and illustrated in the diagram.

The cycle starts with someone thinking of a new idea and developing this into an actual product. This takes time and money and is typically undertaken by an entrepreneur or a research and development team in a business. The new product is launched into the market at a high price and in low volumes but with a high degree of uncertainty about its future success.

Many new products will fail at this stage, and for every successful new product there will be many that will have fallen by the wayside. This part of the cycle is represented by the question mark in the diagram. The new product will be bought by "early adopters" and if successful will then go on to be bought by a wider section of potential buyers. The price at this stage will remain high as there will not have been time for competitors to respond, volumes will be growing and margins will be increasing as costs fall. At this stage of the cycle, the product is known as a "Rising Star".

The rising star may still be consuming cash for investment in marketing, production facilities, sales teams etc. Volume growth continues at high margins until the product has established a high market share. The product will now be very profitable and producing large amounts of cash and this stage of the cycle is known famously as the "Cash Cow". This is the most valuable part of the cycle and every effort should be made to defend this position.

Normally however, competitors catch up and release competitive products resulting in falling volumes and margins. The product can remain profitable through this phase, but margins will eventually fall to the point where they are untenable, and the product is referred to as a "dog" in this part of the cycle. What happens in this latter part of the cycle can be quite variable.

Normally competitors slug it out for survival resulting in consolidation. It is possible for the product to again become profitable (not shown in the diagram) if customer demand remains high and competition is reduced through consolidation.

The laundry industry is an old one with nearly all services and products sitting at the "Dog" part of the cycle. The industry is now heavily consolidated, and it is very difficult to make any margin due to the economies of scale of the plc businesses that have resulted.

➤ Innovation (continued)

Fenland Laundries adopted innovation in the late 1970s as a means of escaping the increasingly low margin “flatwork” market and saw opportunities in the emerging workwear rental market. Innovative processing technology allowed Fenland to build a well differentiated and profitable business and to maintain its lead by pioneering “barrier” processing for the food and cleanroom industries and by becoming expert in contamination and microbiological control as the company changed its market brand to Micronclean. These two markets, food and pharmaceuticals, make interesting case studies and act as pointers for Micronclean’s subsequent strategic development. Fenland expanded rapidly in the food sector with a service that demanded a high price. However the food market is a large one that has become driven by cost minimisation implemented by clever and ruthless buyers. The market was large enough to attract the major UK laundries who copied Micronclean’s process. Micronclean had not created intellectual property to protect its market position and buyers switched to competitors offering lower standards and much lower pricing. The industry pricing collapsed to below marginal cost of production and many laundries went under as a result. Garment rental to the food industry has tracked fully round the product life cycle.

However, Micronclean’s cleanroom garment rental service to the pharmaceutical industry followed a very different path. The market is a small niche market with high technical requirements that cannot be met by standard laundries. Micronclean built a highly differentiated service and built a high level of protection through its knowledge of pharmaceutical GMP. To this, the company bolted a succession of innovative new products and services that kept it ahead of its competitors and enhanced Micronclean’s brand reputation. The combination of these factors allowed Micronclean to keep its product offering to the pharmaceutical industry at the cash cow stage of the product cycle for many years.



Micronclean has now fully adopted a product portfolio strategy applying different management techniques to each quadrant of the cycle. Cash generated from cash cow products is used to fund research and development to ensure that a large number of question mark products are produced, some of which will be successful and enter the rising star part of the cycle. This is a strong strategic statement, as Micronclean is the only laundry company to fund a dedicated R&D department and this excess cost can only be carried while the company has products in the cash cow phase. The rest of the Innovation section of this document discusses this part of the cycle in more detail. As products enter the rising star phase, mature and hopefully become a cash cow, a different management style is required. In this stage, the focus is on excellence. Production and logistics need to be streamlined and tightly controlled to maximise quality and minimise cost. Knowledge must be built into the product and its service delivery and marketing must create sustainable differentiation to defend against competitive offerings. These requirements are covered in the Excellence and Knowledge parts of this document. Finally, if and when a product is forced from the cash cow phase to the dog part of the cycle, the company must be prepared to let it go by either disposing of this part of the business by a sale, or simply discontinuing the service and shutting any associated production facilities.

This business disposal is always a sad occasion and never entered into lightly, but staff involved in it need to understand that it is an inevitable part of the cycle and has no reflection on them or the quality of their work.

Market Leadership

Micronclean will on occasion adopt a "me too" position in relation to a particular product usually as a range completer, or to allow the company to learn prior to innovation. The company does not however follow a "me too" strategy. If Micronclean cannot offer something different to and better than its competitors then it should not be doing so as we often carry a higher overhead and will therefore need to be more expensive. The focus must be steadfastly on "how can we be the best" and how can we find customers and markets that want this. This culture of market leadership must pervade the company but must never be arrogant. Arrogance leads to complacency where what must be engendered is a spirit of questioning as to how we can improve, a dissatisfaction with the imperfect and a stream of ideas generated at every level of the company. Industry leadership can involve innovation in every aspect of our operation and not just in the product itself.

› Innovation (continued)

Innovation in our manufacturing or supply chain may bring quality improvement or cost advantage both of which can create sustainable differentiation. Increasingly the company will be managed to winkle out innovation and ideas from across the company and all employees should feel a part of this process.

Commitment to R&D

In order to maintain a position of technical industry leadership, and to assure a steady stream of new products and services consistent with its product portfolio strategy, Micronclean has created a dedicated R&D facility. This is a significant investment for the business made in the knowledge that many of the development projects will fail but that a number will succeed and form the profitable cash cow businesses of tomorrow. Whilst the focus of R&D must be firmly on the bringing to market of new products and services, it is also heavily involved in the incremental improvement of existing products, services and internal systems that is necessary to maintain a position of market leadership.

Create defensible IP

The creation of new products and services is a requirement of the business portfolio strategy but is not in itself enough to create enduring cash cow market leadership. This only happens when our ideas, our "Intellectual Property" (IP), are protected strongly enough to prevent our competitors offering similar products and services. The primary way to achieve this is through patents so that our IP is defensible through law, and increasingly the company intends to register patents to protect its market position. However, this is not the only way to build defensible IP. Brand recognition is essential, and the association of the Micronclean name across many products and services with technical excellence is in itself a strong barrier to entry. Micronclean will continue to enhance its brand through technical marketing. The pooled knowledge gained through Micronclean staff serving technically demanding customers is potentially the largest barrier to entry of all. Micronclean has a unique mix of competencies and knowledge based around production systems, IT, GMP based quality and market information that make it very difficult for a competitor to fully replicate what we do, even though no individual component of this is protected. Knowledge is seen as an essential component of protecting our market position and is dealt with under the Knowledge section of this document.





Development group

The development group is responsible for managing innovation within the business. At its core is the work of the R&D department, but its remit is much wider than this. The group acts to instil innovation in all areas of the business and provides a forum for filtering and managing resultant ideas and translating them into projects that deliver. In concept the Dev Group will manage an innovation from inception to realisation with full technical documentation including training and marketing. At this point the innovation will be passed to the Textile Management Group for commercialisation. Whilst R&D is a defined department, the working and influence of the Dev Group must pervade all areas of the business, and a focus on Innovation must be seen as a normal part of all activities in the business.

Grasp ideas

Innovation must not be seen as something that the boffins in the lab do, but rather as an intrinsic part of how everyone thinks in their job. Similarly, when anyone challenges how they do their job and has an idea to improve it, this must be cherished and fed through the innovation process. Many of these ideas will not be implementable, but they must be looked at and reasoned through. If just a small percentage are taken up, the business can change rapidly for the better.

Challenge

For much of the business, innovation is not about a big new business idea, but is about challenging what we do and saying "why are we doing it like this, surely there is a better way". This challenging must be encouraged by managers and is an essential part of continuous improvement within a department.

> Excellence



Excellence is Micronclean's business process to continually improve the quality conformance and cost base of the business's products and services.

These are initially developed by the Development Group where an idea is transformed from a concept to a tangible entity that can be produced by the company.

The new product or service will be handed over in a format where it can be commercialised with supporting technical data and marketing literature and with written procedures to ensure that it can be produced in our plants or correctly sourced. However this is just the launch and is the start of a much longer process of improvement in the hands of staff who live and breathe the product in the cold light of experience. This requires a challenging and critical assessment of what we do and make and a constant vigilance to challenge and to say "Why do we do it like this", or "Surely we could improve X by doing Y". This leads to better products or services manufactured under a higher level of control, conforming to customer expectations and made or delivered by a more cost effective process.

This zeitgeist of Excellence should be a complete all-encompassing way of thinking and extend into our production processes and administrative systems. The Excellence Process is a remorseless focus on being the best. We cannot stand still and must continuously drive to make the competition irrelevant. Our twin pillars of Innovation and Excellence must set the Micronclean brand aside as the name to turn to for technical competence, quality, reliability, reactivity and knowledge. This Excellence Process is managed by the Business Excellence Team.

Where the Development Group manage a product through the Question Mark phase of the product life cycle and into the beginning of the Rising Star phase, the Business Excellence Team manages the product from the Rising Star and through the all-important "Cash Cow" phase. This is where Micronclean creates profit and cash, and the company will stand or fall on its effectiveness in managing Excellence.



It's all about the customer

Ultimately, Excellence is all about delighting our customers and surpassing their expectations. This requires Micronclean to be deeply embedded in these customers and for the resultant customer knowledge to be spread throughout our organisation where it can inform and transform both our Innovation and our Excellence processes. The more our relationship with a customer is transactional in nature, the less likely we are to be able to build and sustain a differentiation from our competitors. Micronclean's Sales and Service teams are therefore not just about obtaining sales, but are also about creating a conduit that joins our customer's operations to our own to create a more quality based, differentiated and cost effective whole.

Of course these extremes of a transactional relationship at one end and a differentiated connected relationship at the other is in reality a spectrum. Micronclean will have customers across the spectrum and each customer may indeed receive different products and services at different locations on the spectrum. However, Micronclean's strategic drive should be towards creating a strong connected relationship with our customers where customer requirements can be understood by the sales team and disseminated into our business to shape our future and where our operational activities can be continually moulded to be synergistic with those of our customer.

➤ Excellence (continued)



The Sales Process

Sales is often seen as a numbers game. The obtaining of sales revenues against budget. This is indeed the primary basic function of sales and in many companies this may be as deep as it gets as exemplified by the classic door to door sales man. The requirement to obtain sales and hit targets must be omnipresent and nothing that follows undermines this fundamental prerequisite within Micronclean. However, the reality of the sales and service process, the "how do we get there", in Micronclean is complex and difficult to achieve. The formation of strong relationships at many levels between the customer and Micronclean is the foundation.

Upon this foundation is built Micronclean's understanding of the customer's production requirements and the customer's understanding of Micronclean's capabilities. This mutual respect allows Micronclean to simultaneously adopt a listening learning stance on the one hand and to reply with an advisory professional response on the other. At its best, this creates a symbiotic position with, on the one hand Micronclean feeding knowledge from the customer to influence both Innovation and Excellence, and on the other hand Micronclean delivering products and services that can improve the customer's operations. This is not a quick win, but once the advisory role is established, sales result.

Equally importantly, the sales are protected by a high level of intellectual property both in the products and services themselves and in the knowledge of how these are integrated into the customer's processes. This advisory status is the key to the Micronclean approach, and requires many capabilities to be aligned simultaneously at the customer interface. It is dependent on a continuing reputation for knowledge and expertise, is fragile in nature, and can never be taken for granted. It is built at the customer by the sales team but is enabled by the will and passion of the whole company.

Conformance

Doing continuously what we tell our customers we will do. Sounds simple, but it's not. It is easy if we just sell completely standard products or services. In this case the company systems are set in stone to achieve this. However, we identified in the "Sales Process" that we want to be able to change what we do in light of customer requirements and this leads us away from standard products and services towards bespoke. Promising something different to every customer leads to anarchy and broken promises. How can everyone remember what has been promised yet alone deliver it with any degree of constancy or efficiency?

The answer is that we have to offer advice with full knowledge of how our systems deliver and what the impact of a promise will be on these systems. We should only produce solutions that can be fully embedded and automated and that improve efficiency for us and the customer alike rather than reduce it. Assume that everyone will forget and ask will the system continue to deliver what has been promised? Customers agree a specification from Micronclean, and expect Micronclean to have the systems to ensure continuing conformance. This requires knowledge and expertise in front of the customer and requires systems that deliver operational efficiency in our production processes all day every day.

Information and Knowledge

Personal knowledge in front of the customer backed up with detailed information is a key to developing an advisory sales process. How Micronclean delivers this knowledge to its staff is considered in the Knowledge part of this document. However, it is mentioned here as nowhere is knowledge more important than at the customer interface. What is the point of having knowledge if we cannot impart this to our customers? This is a two way process with knowledge about our customer being harvested and systematically fed back into Micronclean and with knowledge about our products and operations influencing what we promise our customers.

› Excellence (continued)

This is Micronclean's Excellence process. Knowledge of our operational systems informs the sales process, and knowledge of our customer's requirements drives operational change. This concentrates knowledge into the sales channel and places a heavy burden on the sales and service team to be fully knowledgeable. Micronclean must be "The Expert" and our customers must perceive this.

Reactive

Customers want Micronclean to react immediately to their requirements. This is obvious and of course Micronclean wants to be able to do so. However companies face a problem as they grow and the span of control grows with it. A small company with only a handful of people can take decisions rapidly with each person either being fully responsible themselves or having immediate access to the decision maker (usually the owner). As a company gets bigger, access to the ultimate decision maker gets congested and consequently that person becomes swamped with requests. Decision making must then be delegated to layers of management and systems implemented to ensure a degree of control is maintained. This growing complexity slows decision making and often prevents companies being reactive to their customer demands.

Micronclean, as a medium sized company, faces just this challenge. How to react rapidly to customers without losing control? In many ways this is one of the primary questions that the SKIEs set out to solve. It will therefore not be answered in full here but presented as a list of requirements that the document as a whole sets out to provide; knowledge of the business in front of the customer; a process to encourage and enable rapid innovation; a process to embed customer promises into company systems; devolved decision making; a customer focus across the business. More than anything, every employee of Micronclean must have an appetite to grasp customer requirements and make them work. This must not get lost in a chain of "buck passing" but must be jumped on by everyone with a clear responsibility for who will pull it together and make it happen for the customer. Usually, when our service to a customer is running smoothly, we will be an invisible partner. The true test of our service is when something goes wrong (and it will from time to time). This is what the customer remembers. The moment we hit a problem, this is our chance to prove that we really are the best. We must not brush this under the carpet and hope no one will notice, but seize it as an opportunity to prove how good we really are.



We must sort the problem rapidly, document what we have done, communicate constantly with the customer updating them on what we are doing, and then demonstrate how we have improved so that it will not happen again. This the customer will remember.

Industry leading systems

At the core of Micronclean is a drive to lead the market technologically. This is manifest by the invention, introduction and refinement of industry leading ideas. Production facilities that break new ground. Control systems that ensure product conformance. Software that produces unparalleled product traceability. Environmental monitoring systems to allow parametric release of product and GMP compliance. This is at the cross-over between Innovation and Excellence. Bold new ideas that change the shape of an industry blend with continuous improvement that re-invents the detailed operation of machinery and systems. This is what we do. This is what we want our customers to see. This is what we should shout from the tree tops.

Audit

We don't live in fear of customer audits - we live for them. This is our opportunity to get a customer to site, to show them how proud we are of what we do and to demonstrate that we are the best. This is also our opportunity to learn and improve. Customers see what we do with their own eyes and with experience of their own industry. This generates many ideas for improvement and this in turn has been one of the driving forces for change. We welcome scrutiny of our systems. We have nothing to hide and everything to show, and the audit process is a great way for our plant based staff to get a contact with our customers and to feel a great pride in what they do.

Operational excellence and efficiency

The process of developing a new product or service is "loose". A lot is changing. We don't really know what the final product specification will be, how the manufacturing process will work, what the costs will be. The process is one of experimentation and change. As a new product starts to succeed, customer trials will start and the first sales will be made. The product passes into the "Rising Star" part of the product life cycle. This part of the cycle is generally about building the market for the product through education, marketing and sales.

➤ Excellence (continued)

If the product remains successful it will shift from a "Rising Star" hopefully to a "Cash Cow". This gradual shift of position in the product life cycle is met with a corresponding shift in emphasis from within the company. The product is now producing serious sales and profit margins, and it is important to gain full control of the production, quality and cost aspects of the product. This is where the Excellence processes become dominant.

Tight cost control

It cannot be over emphasised how important cost control is. It is all too easy, with a new successful product that is producing good margins and with little competitive pressure, to rest on one's laurels. However cost control, even in this situation, is still vital. Lowering costs allows Micronclean to simultaneously make more money and pass on a lower price to customers. A lower market price drives volumes. A lowering cost base and product price acts as a barrier to entry for competitors allowing Micronclean to maintain the all-important Cash Cow position for longer or indefinitely. If competitive products are launched, a low cost base is essential to defend market share and to keep the product in the Cash Cow phase for the longest possible time. The laundry industry is hugely consolidated, and the only way to survive, as an undifferentiated competitor, is by the tightest levels of cost control.



The laundry industry, and hence Micronclean as a member of this industry, is therefore habituated to a management regime of strong cost control. If enacted blindly, this over-bearing focus on cost control can kill many of the incentives espoused elsewhere in the SKIEs document. This does not however mean that Micronclean will sacrifice cost control to protect everything else. Quite the reverse is true. Micronclean must focus all its other activities and recourses to ensure that cost control can be delivered. As a base, and like most other companies, Micronclean will have measures of labour such as labour cost per piece or pieces per operator hour and will set minimum performance levels and targets against them. Operators will be required to meet these performance measures.





Quality is therefore about ensuring that we only promise what our systems can deliver, that we configure these systems so that they are robust and that we train people so that they understand the systems. Driving production harder now will allow the cogs to rotate faster without promises being broken. Our doubting Thomas is now completely wrong and in contradiction to the doubts, quality has been the enabler to reduce cost.

Much confusion can exist between what can be seen as conflicting requirements in the SKIEs, and great care must be taken to explain why these requirements do not conflict and are actually aligned. For example quality and cost control can sometimes be seen as conflicting bed fellows. "How can we produce a quality service for the customer when we are being asked to reduce cost so much?" This involves a leap of faith that needs careful explanation. Quality is ensuring that we deliver what we promise. If we promise things we cannot deliver, we cannot have quality, and driving harder to reduce costs will cause these promises to be broken more frequently. In this scenario, the doubting Thomas is correct – driving down costs will cause a lower "quality". However this is because quality was never correctly instilled in the first place.

At its base, cost control of labour must be present and this is fully consistent with the SKIE philosophy. However, as we have just seen, this is not enough to drive incremental cost reduction. Continual cost reduction is through re-engineering our systems. This allows us to do things better at a lower price. This process is at the core of the Excellence process. Sometimes this will be as a result of top down strategic initiatives, but much more commonly it will be as a result of grass roots continuous improvement. Re-aligning our manufacturing processes in this way can allow us to both increase quality to our customers and to reduce cost at the same time.

What does this look like? It looks like a tidy production floor with everything identified and in the correct location. It means that you can ask an operative "what is this" and they will know what it is, where it has come from and where it is going.



› Excellence (continued)

It means that processes are documented and easy to visualise and that people are trained in them and understand them. This is a process that is in control, where everything is done right first time and that does not rely on someone remembering the peculiarities of a particular customer requirement.

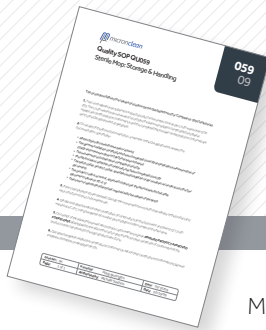
This does not stop us changing to offer our customers more, but rather that when we do so, we make sure that the new requirement becomes a standard part of how we operate and that any resulting process changes are fully documented and trained out.

Micronclean carries a relatively high over-head. This is necessary to position the company as a market leader and is encapsulated in the SKIEs. The company has to be careful not to squander this hard won position. Micronclean can carry this overhead because the overhead allows the creation of new products and their refinement by increasing quality and reducing cost. The margin to carry the overhead is driven by this refinement and is encapsulated in the Excellence process. The two feed off each other. Without the margin, it would be difficult to carry the overhead to run the Excellence process, and without the Excellence process it would be difficult to sustain the margin. It is therefore vital that there is a relentless focus on driving the Excellence process to keep this virtuous circle turning.

Everyone must be committed to looking at our processes to ensure that we can continue to re-engineer them to increase quality and take out cost.

Quality Systems

Quality is the process that controls everything we do. It formalises documents and trains our activities. If this was all it did, it would lead to a criss-crossed mess of unconnected processes. For quality to be truly successful in Micronclean we must take this to the next step. We must examine the spaghetti and re-configure it into simpler aligned processes that are more logical, more easily understood, more automated and hence more efficient. This allows us to make promises to customers that we can have confidence our systems can deliver and to deliver them at a lower cost and higher margin. This process of Continual Improvement is discussed later. Quality will be aligned with Continual Improvement, and will ensure that as we change things the new way of doing things will be "locked down" so that we know it is under control. Quality will document the new process, train operators to carry out the process properly, and will monitor the process appropriately to ensure that the process remains in control.



Training and SOPs

The quality system enables change of a process, but then locks the process down by the creation of Standard Operating Procedures SOPs. SOPs should be easy to understand by staff and staff undertaking a process must be trained in the SOPs of that process or closely supervised by someone who is. SOPs are not created to prevent change. They are there to ensure that if change is not positively enacted, the process will continue to operate exactly as designed. When change is needed (and everyone must be encouraged to suggest change), the SOPs should be easy to re-issue to reflect the change in the process.

Micronclean's critical processes will require formalised change control. This can make the change slower to enact, but the extra protection is required by our customers to ensure that we do not make a change that is inadvertently detrimental to their processes. Micronclean will provide the administrative backbone to control the creation and change of SOPs and to monitor training against them.



➤ Excellence (continued)

GMP, hygiene and care

An aspect of quality that is particularly relevant to Micronclean is the control of particulate and microbiological contamination in the production process. The levels of control required vary across the different customer sectors that we serve and vary between our own production facilities. However, all of them are broadly similar in concept and encapsulated in a variety of systems such as HACCP (for the food industry), GMP (for the pharmaceutical industry), ISO 13485 (for the medical device industry) and EN 14065 (for the laundry industry).

They require the identification of a point in the process that can pose a microbiological risk, propose a method to control the risk, and identify a monitoring process to demonstrate that the control is effective. The intricacies of this are managed by quality, but it is important that all staff operating in controlled environments have a basic understanding of these quality processes. In particular, it is essential that staff understand what is required to keep a process under control and what to do if it is not in control. It is equally vital that staff in our cleanrooms understand the risk that they personally pose as a contamination source in the cleanroom and how they must behave to minimise this risk.



Micronclean will teach the science behind the risks, but controlling the risk is a behavioural attitude from all staff that work in cleanrooms. All staff in cleanrooms will be expected to take a personal responsibility to ensure that their own behaviour is compliant with the quality requirements, and teams will be expected to engender a group responsibility to normalise this behaviour. This can only be achieved by staff wanting to do the best for themselves, Micronclean and our customers.

Knowledge

Knowledge is the second component of The Micronclean SKIEs. It is critical throughout the business and is certainly a key requirement for Excellence. For an operator to work with skill, he or she needs to fully understand the environment that they operate in and the requirements of the customer. It is the responsibility of Micronclean to provide appropriate training, but it is equally the responsibility of the employee to learn and to ask questions about things that are not fully understood. It is essential to promote this learning environment in all activities of the company. Knowledge has already been mentioned in a number of key parts of this Excellence section. The knowledge of the sales team to understand Micronclean processes and present them to our customers and to understand the customers to bring that knowledge back into the business.



The knowledge of production staff in cleanrooms to understand how to control microbiological risks. The knowledge necessary to understand how to change our processes to increase quality and reduce cost. This is the tip of an iceberg. Knowledge is fundamental in all areas of the business to place Micronclean as “the best”.

Empowerment to say “this is not right”

The SKIEs set a learning environment and a framework for devolved decision making. The directors cannot see everything, and as this devolution occurs it is essential that everyone questions what we are doing, preferably with reference to the SKIEs. If you feel that we are doing something wrong, then you must say so. If you get no response you must talk to a director. Whilst the SKIEs create a framework, they are far from definitive. They leave room for interpretation. It is up to you to help mould this interpretation. It is up to you to make yourself heard and to be a part of creating where we go. You must speak out, whether this is against something you feel is wrong or whether this is with an idea for the future. If you don't shout, no one will know!

➤ Excellence (continued)



Continuous improvement

Continuous improvement is a vital part of Excellence, but it is not without its own challenges. Continuous improvement is a devolved process driven by employees who are closest to an activity and who can consequently best see ways to improve it. The challenge is that whilst this close employee view suggests change in many disparate processes across the company, it is difficult to visualise the wider impact any change may have outside the employees scope of vision. This is helped by increasing knowledge of the business generally and hence widening everyone's scope of vision. However additionally an over-viewing control is required. The balance is between taking the brakes off continuous improvement and letting it rip and in maintaining control without strangling ideas and motivation. The over-view control is delegated to the Innovation Team.

Learn from mistakes

Mistakes are a great way to elucidate the need for change. Of course Micronclean does not want to make mistakes, but equally when a mistake is made, the company has to create an environment where the mistake is cherished. We must replace any vestiges of a blame culture with a learning culture. Any mistake must be grasped as an opportunity for improvement. No one wants to make a mistake. The starting position is that if a mistake is made, it is not the fault of the employee. It means that a system does not exist, or if it does exist has not worked, is not properly documented, or that the operator is not trained against it. The first step in continuous improvement is to create an atmosphere where employees are encouraged to bring forward mistakes, place them on the table and discuss why it happened and how systems can be improved. Departments will be required to demonstrate success stories of change resulting from mistakes.



Involvement, knowledge, empowerment

The company has a strategic intent to devolve decision making so that all employees can have an involvement in changing their work activities for the better. To make this happen supervisors and departmental managers will have to demonstrate how they have imparted knowledge consistently to their staff, how they have engaged their staff in discussions about improving processes and how they have devolved change projects to these staff. Similarly, individuals will be required to demonstrate a knowledge about their work activities, a passion for delivering them consistently to a high quality and efficiency and ideas for change that they have thought about. Continuous improvement is as much about the creating the correct environment for empowerment as it is about actual systems. However to help kick start the process and to ensure that it is implemented across the company, the appraisal process will be used to monitor knowledge, involvement and empowerment.

Managing project rejection

Continuous improvement requires an open creative environment where no idea is a bad idea. All ideas must be cherished and tested. The testing process will need to quickly identify a subset of ideas which have the potential to be progressed. This implies that many ideas once tested will be rejected. The rejection process needs to be treated carefully and with sensitivity so that no individual is made to feel stupid or that their ideas are not being properly considered. Ideally ideas are thrown into a pool by a team activity so that no one person feels that it is their idea that is being rejected. Some ideas must be grasped and progressed so that change happens and this will fuel an enthusiasm to continue with the process.



➤ Excellence (continued)

Pride

Pride is an end result, a measure of getting many of the other parts of this document right. It signifies that an employee belongs, is part of the Micronclean family and wants to contribute. It cannot be mandated but must be applauded. Without a feeling of pride an employee will struggle with much of what the company is asking. With pride an employee will be a part of the success of the business.

How is pride manifested?

Pride is that feeling of belonging that makes us take care in what we are doing. It is what makes us want to create a tidy work environment. It is what makes us pick rubbish up off the floor even when we did not drop it. It is what makes us clean dirt off a machine just because we think it looks better.



It is what makes us stay an extra few minutes at the end of the day to finish off something for a customer. It is what creates a warm feeling when the team has a success that we are a part of. It is what makes us cross when something does not work out. It is what makes us care. It is what makes the day go quickly and enjoyably even though it is hard work.

Pride at the core of Micronclean

Employees that have pride in their work and feel they belong in the Micronclean family are at the core of Micronclean's success. Pride feeds into continual improvement, and wanting to change things for the better. It feeds into conformance, to getting it just right for our customers. It feeds into going the extra mile when our customers ask. It powers the detail and dedication that creates Excellence.



The Micronclean SKIEs

Our Vision, Our Values



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