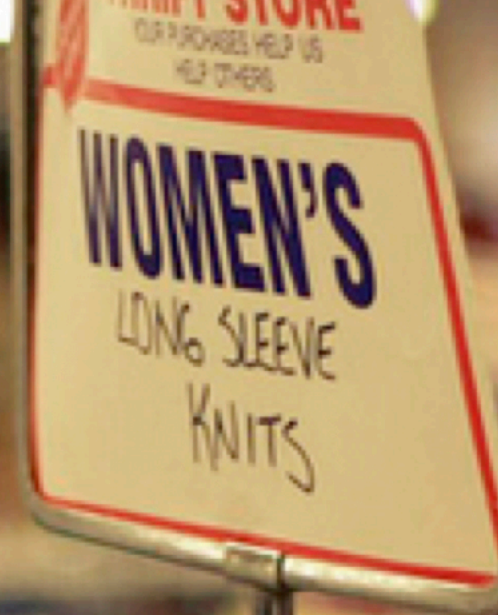


Thesis

Opnieuw & Co



Rotterdam Business School
International Business and Management Studies

Name: Franchesca Laclé
Class: IBMS402
Student number: 0823333
Email: 0823333@student.hr.nl

First Supervisor: Ms Aldous
Second Supervisor: Mr Cepinskas

Company Supervisor: M. van Goch
Company: Opnieuw & Co
Adress: Merwedestraat 52, 3313CS,
Dordrecht

EXECUTIVE SUMMARY

The executive summary will discuss in brief the entire thesis.

The company being researched is Opnieuw & Co, a non-profit second hand retail company. The association of secondhand retail stores (Branche Vereniging Kringloop bedrijven) has demanded that all of its members, including Opnieuw & Co, make themselves eligible for their self-introduced BKN quality label.

RESEARCH GOAL

The Research goal is to develop an implementation plan to insure the certification of the BKN quality label at Opnieuw & Co

MAIN RESEARCH QUESTIONS

1. What are the quality label criteria and how does the national government influence the implementation of quality labels by companies such as Opnieuw & Co?
2. How does the current Management environment influence quality procedures at Opnieuw & Co?
3. What are the common traits of the current employee environment that can influence the quality procedures at Opnieuw & Co?
4. What current company procedures at Opnieuw & Co have influence in the implementation of the quality label?

METHOD USED

The research design is based on an action research strategy. Considering that the researcher will be involved in the decision-making and will see changes occur. Moreover, a multi method will be used to collect and analyze data to answer the main research question and sub-questions. The changes that are made are accessed through the use of interviews, observations, document analysis and non-numerical method models.

MAIN CONCLUSIONS

- Government legislation, permits, policies and BKN quality label criteria's have influence in the implementation of a quality label.
- Management has influence in implementation of a quality label. Currently the employees and management are hardworking and eager to help but the communication between the managers is not optimal; there is a lack of communication in the daily activities for employee placements due to the managers themselves. This can have an influence in the implementation of a label.
- The current employee traits are positive when it comes to changes in a company; they are already being rewarded for their performances and receive training. On the other hand the vertical communication is still not optimal and has an influence on the quality label.
- Through observation and with the help of the GAP analysis it was found that the current procedures are not at quality level requirements which can influence the quality label implementation at Opnieuw & Co.

MAIN RECOMMENDATIONS

- It is advised for Opnieuw & Co to adapt to all the quality label criteria's, government policies, permits and insurances to be able to certify the quality label at O&Co;
 - It is advised to check the WABO (the environmental permit) for the quality label requirement.
 - O&C is advised to go via the connection that BKN has already established with the Rabobank for professional advisors on closing of insurances.
 - The managers and director are advised to make the quality label implementation a priority in their goals and to start to make a planning for the implementation.
 - To optimize the management communication at O&C, it is advised to have weekly staff/ management meetings and making of weekly schedules for employees.
 - To let all the stakeholders become aware of the company goal and quality label with the help of presentations and training.
 - O&Co is advised to change and constantly update their company procedures to adapt to the quality label requirements.

IBMS COMPETENCIES INTRODUCTION

In this introduction chapter the IBMS/BBA competencies (generic and professional) and the relevance to the research will be explained followed by the researcher's personal motivation and background of the thesis topic.

REFLECTION ON THE IBMS COMPETENCIES

The experience in Opnieuw & Co has been very educational and has helped increase the development of my generic and professional competencies. My intercultural experience with the Dutch culture has increased. Opnieuw & Co gave me the chance to have the responsibility to do a big project on my own and also giving me the opportunity to test my creativity in the way I would like to implement the project. At Opnieuw & Co I had the opportunity to suggest changes that could be made in the company and see that it is taken into consideration and eventually see the changes implemented in Opnieuw & Co. From Opnieuw & Co I can say that I have learned a lot on the topics such as the supply chain, human resource management, IT support, financial department and managerial operations because I had to study all these aspects to see what areas needed changing accordingly to raise the quality level at Opnieuw & Co.

PERSONAL MOTIVATION

My personal motivation to do this thesis assignment is to broaden my knowledge in auditing and business processes specialized in enhancing quality in a company, which is what I would like to pursue in my future career. Furthermore, this thesis is focused on a quality label which I can use as a tool in the future because I'd like to work with sustainability related labels, for example the TQM, 7Smodel and ISO 9000, which help guide companies to become more sustainable. The more I know the better I can perform when working in a multinational company, which is where I want to be working in the future.

BACKGROUND OF THESIS TOPIC

The thesis research is for a non-profit company that specializes in selling second hand products. I found the company would match with my ambitions because it wants to implement a quality label which partly has to do with sustainability and that is what I would like to specialize in the future. In addition to the sustainability aspect, I also have the opportunity to gain knowledge in auditing process specialized in enhancing quality in a company.

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1.1 OPNIEUW & CO

Opnieuw & Co (O&C) is a non-profit; second hand store. The retail store has expanded rapidly in the recent years. The Company has 5 branches in the region of Drechsteden, which are Dordrecht (the main branch), Ridderkerk, Papendrecht, Zwijndrecht and also a small store in The Da Vinci College Dordrecht, named "Co'tje". O&C is in the process of opening a new store in Barendrecht. Furthermore, O&C is in transition from being a private company to becoming a Holding. The difference would be that the Holding will include a Board of Directors. Next to the board of Directors the company also has shareholders, which are "Bouman GGZ", an institution for mental healthcare and the "Da Vinci College", an education center (MBO).

1.1.1 BRANCH

Production Trade & Services

Opnieuw & Co receives second hand material such as books, furniture, bikes, clothing, glassware, Electronics and toys. When needed Opnieuw & Co fixes these products, which they call "pimping" which adds value and quality to the product. The end product that O&C offers is a second hand high quality product at a low price. Furthermore, O&C works together with different companies.

Firstly, the company works together with Chiquita, which is a leading international marketer and distributor of high-quality fresh and value-added food products. When Chiquita imports its banana container from Costa Rica into the Netherlands, Opnieuw & Co uses its container to transfer clothing and furniture back to Costa Rica. In this way the company gives back to communities that are in need in Costa Rica and helps to fight against poverty.

Secondly, the company works together with educational institutions, which provide them with interns from the ages of 15 and older who work for Opnieuw & Co regularly. The company also has agreements with grade school education institutions by giving tours of the company. During these tours students learn how the company is operated both the store and the warehouse.

1.1.2 MISSION STATEMENT

Opnieuw & Co wants to be an innovative, professional, friendly and financially viable company. Therefore, the company aims at creating employment, developing people, stimulating and achieving the reuse of goods and improving the spending power of people by offering an affordable alternative for new products.

1.1.3 MANAGEMENT GOAL

Management Goal: the management goal is to receive a quality label to improve their status as a corporate social responsible company. Furthermore, O&C wants to be recognized for their efforts and want to be candidate and be nominated for green awards such as the MVO awards in Drechsteden, which is a prize for the company in the region of Drechsteden that is most corporately socially responsible.

1.1.4 COMPANY GOALS

Employment

Achieving social employment and providing internships for students to develop their professional skills. Opnieuw & Co also works together with Social Services, Bouman GGZ and The Da Vinci College to provide internships.

Environment

Opnieuw & Co encourages and enables the realization of waste decreases. O&C works together with HVC/NETWERK. On an annual basis, the company produces over 2400 ton of goods of which 91 % is recycled.

Fight against poverty

Although Opnieuw & Co stores are for different target groups, it provides an affordable alternative to expensive new good quality products. Furthermore, Opnieuw & co has 225.000 customers annually that buy at the stores.

1.1.5 SIZE

The company has 4 branches and employs approximately 500 workers. The 4 branches are located in the Drechtsteden, which are Papendrecht, Ridderkerk, Dordrecht and Zwijndrecht. The company keeps expanding seeing that the annual sales have increased in the years from 835.904 items in 2011 to having 818.285 items sold. The total turnover has also increased from €1.187.450 in 2009 to €2.181.004 in 2013. Table 1. Will illustrate the total clients, employees and yearly turnover of the years 2009 to 2013.

Table 1.

	2009	2010	2011	2012	2013
Total Clients	155.658	183.474	225.524	280.772	307,847
Employees	479	484	528	543	556
Turnover	€1.187.450	€1.392.378	€1.655.517	€2.000.922	€2.181.004

1.2 MANAGEMENT ISSUE (THESIS BACKGROUND AND CONTEXT)

O&C is part of the association “Branche Vereniging Kringloopbedrijven Nederland” (BKN). Consumer demands for good quality products has increased through the last ten years, for this reason the BKN is choosing to introduce the “quality Label-BKN”, similar to ISO9000, for all companies that are part of the association.

A company with the “quality label-BKN” will assure that it is at the quality standards of the BKN. The way BKN wants to accomplish this is by demanding that all of its companies implement a standard that is consistent with the quality label-BKN.

Since O&C is part of BKN, it has to implement the “quality label-BKN” but the issue is that the company does not know where to start and therefore need help for looking into the auditing procedures, employees, management and legislations in order for their products and services to meet the requirements of the quality label-BKN.

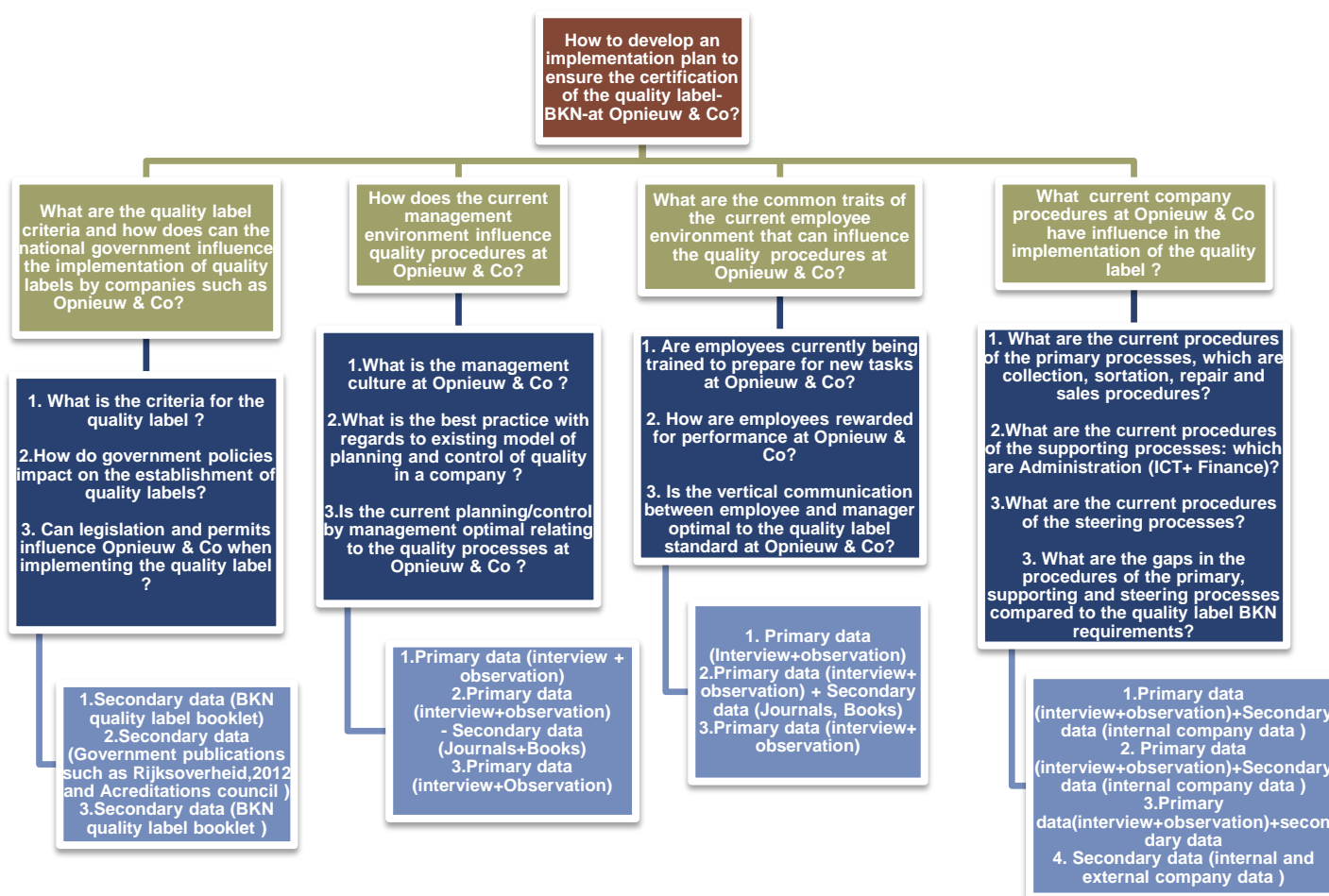
1.3 THESIS OBJECTIVE

The goal of this research is to develop an implementation plan to insure the certification of the quality label-Branche Vereniging Kringloopbedrijven Nederland (BKN) - at Opnieuw & Co.

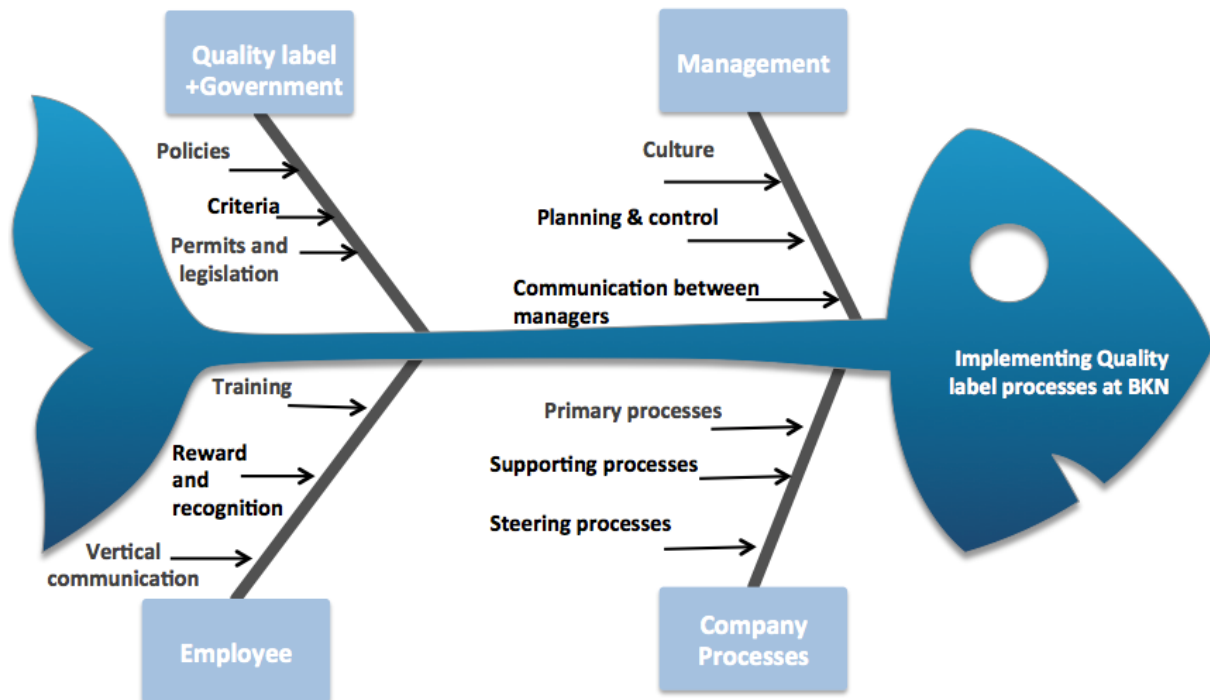
1.4 RESEARCH OBJECTIVES

1. To identify the quality label criteria and to distinguish the national government influence on the implementation of quality labels by companies such as Opnieuw & Co
2. To identify what the current management environment is and how it might influence the implementation of the quality label BKN
3. To identify the common traits that the current employee environment has and how it might influence quality procedures at Opnieuw & Co.
4. To identify what current procedures have influence in the implementation of the quality label

1.5 RELEVANCE TREE



1.6 ISHIKAWA DIAGRAM



1.7 STRUCTURE OF THE REPORT

The thesis report will begin with an executive summary, which will give a clear picture of the thesis. The thesis report will then be structured with a table of contents, which will help the reader to understand the steps taken in reaching to the conclusions and recommendations given. The report will follow with an introduction to the theoretical foundation, methodology, research objectives and questions, research findings, conclusions and recommendations, tactical implementation and bibliography.

To know exactly what has to be analyzed, the thesis research will be structured in steps, after one step is completed it can be started with the next step, for example the research goal is the first step, when the research goal is clarified, then the research questions can be written. In this way, what has to be analyzed will be clear. A clear definition of what has to be analyzed and clear research questions will help to meet accurate findings, conclusions and recommendations. Also based on the research findings, the conclusions and recommendations will be written.

1.8 CHAPTER SUMMARY

The first chapter gives the reader a clear understanding about the thesis. The thesis will analyze Opnieuw & Co, which is a now growing company that wants to implement a quality label. Opnieuw & Co wants to achieve this with the help of an intern who will analyze the current strategy of Opnieuw & Co to help with conclusions and recommendations. The thesis objective is to develop an implementation plan to ensure the certification of the quality label-BKN-at Opnieuw & C. With the help of the relevance tree the research objective including the research questions and sub questions illustrated. The research strategy will be an action research because in the thesis company members will take part in solving company issues. The data collection method will be with a multi method using qualitative and quantitative data to make conclusions and recommendations. Forms of qualitative and quantitative data are primary data, which is in-depth interviews for open and closed ended questions and observation and secondary data, which are government publications, internal company data, and external data such as the framework of the "Quality Label BKN". The first chapter will also highlight with the Ishikawa Diagram what will be observed to give conclusions and recommendations for the research objective.

The following chapter will discuss the theoretical foundation of the thesis, highlighting the methods of approaches that will be used in the thesis report.

CHAPTER 2: LITERATURE REVIEW

The literature review will show the theoretical foundations, conceptual framework and relevant literature that will be used in the report relating to strategies and policies for becoming more eco-friendly, sustainable, socially responsible and relating to quality change and control. In the literature review the models chosen per research question will be explained and discussed. The literature and the theories discussed will be used as a tool for formulating the research findings and to write the conclusions and recommendations for the implementation plan to certify a quality label at question. There is more than one model chosen to analyze each question for the reason that one model might contain less of an area than another model and to give Opnieuw & Co the most optimal recommendation.

2.0 INTRODUCTION

"With the growing interest in corporate social responsibility, organizations have been seeking to develop business practices, strategies, and policies that are more ecological, sustainable and socially responsible" (James, 2011), which is why BKN, the association that the company is part of, is seeking to change its policies. With James (2011) in mind, all theories are carefully chosen with quality enhancement and efficiency in mind

Explanation of the Ishikawa Diagram

The already shown Ishikawa diagram (1.6) is used in the report as a tool to illustrate the current areas that Opnieuw & Co will need to be evaluated relating the implementation of quality processes at Opnieuw & Co. The Ishikawa diagram of Opnieuw & Co has 4 segments to analyze for the efficient implementation of the quality label which are; the quality label criteria's and government policies and regulations, Management, Employees and Current company processes at Opnieuw & Co.

The supportive models and theories, which will be explained in the following paragraph, will analyze the four segments thoroughly for the research findings. Therefore, the supportive models and theories are: ISO 9000, Servqual model, GAP analysis, Total Quality Management, 7Smodel, and JD-R Model.

2.1.1 QUALITY LABEL CRITERIA AND GOVERNMENT INFLUENCING QUALITY LABEL

According to Arora (2006), an aspect to look at when having to implement a quality label is whether a company actually has the capacities and external influences to have a quality label. The external influence that is present for Opnieuw & Co is the BKN quality label criteria and the government policies. The BKN quality label criteria's in Appendix 8 are used to be compared to the current situation at Opnieuw & Co.

Arora (2006) states that it might be that government policies can hinder the chance of Opnieuw & Co to receive a quality label. Which is why it is essential to look for the policies, legislations and regulations that might exist for the quality labels. Moreover, it is essential to get informed about the estimated time it will take to get the permits and legislation in order for company planning purposes. The Dutch Government website is the main secondary research that is used to find information on Government influence on quality label. The Total quality management and ISO 9000 are also used to find out government influence in quality labels.

2.1.2 TOTAL QUALITY MANAGEMENT AND ISO 9000

Both theories are used to know the principals for the optimal implementation of a quality label. When the principals are known, the formulating of the thesis research questions are efficient and effective for the report because it is specific what you want to be answered. The two theories are chosen because they are the most known theories on the topics of quality label implementation.

The theories are also analyzed as a guideline for Opnieuw & Co processes (research question 4). The processes have to be what is expected of the quality label and quality management theories.

Total Quality Management

The TQM was researched because according to Joseph (1999) it will elaborate on the theories and legislations used at a high quality management company and how to execute them. Moreover, according to Belay (2011) TQM is recommended to help create positive changes in employee and management environment, which is needed for the research to effectively know how to redirect Opnieuw & Co.'s company environment (such as performance) and to give a proper implementation plan.

Additionally, TQM can help redirect the company procedures and has examples on how they are supposed to be, which is important for an extra guideline for Opnieuw & Co in the implementation plan.

Total quality management is a combining management philosophy that aims for the continuous improvement of quality of products and processes to achieve customer satisfaction.

Idris (2011) has done research on an instrument for Total Quality Management implementation in businesses. The analysis uncovered that TQM dimensions influence on company performance (Idris, 2011). The elements that are mostly emphasized in researches and articles of TQM are particularly leadership values, strategic quality planning, benchmarking and focus on stakeholders. Moreover, according to Joseph (1999), the emphasized points have to be analyzed in the company because the relationship between them has influence on the company's performance. Similarly Al-Daafri (2013) also states "Business excellence can be enhanced by practicing TQM principles in an organization". By improving overall business performance for example by; reducing costs, increasing resource utilization, motivating workers effectively and increasing employee skill, capability and productivity with providing necessary training and education (Belay, 2011).

Total quality management has its advantages and disadvantages. The benefits of total quality management are that it helps reduce the risk of becoming apathetic. The more competitive the organization is, the lesser chance it has to disappear. Furthermore, TQM helps employees/teams to be more focused on the objectives that they have set with the help of training, empowerment and employee involvement. Thus the customer complaints would decrease, product reliability and profitability will increase (Wilson, 2006).

According to Beer (2003), a disadvantage of TQM is that without valid data and honest communication between top management and the whole organization there may be a cause of damage to the culture of the organization, which in other models may not be the case. As reported by Tarib (2011), the main barriers to achieving Total Quality management are; lack of top management commitment, high turnover at management level, attitude of the employee towards quality, lack of proper training and education, lack of coordination between departments, human resource barrier, benchmarking, planning and employees resistance to change. All these aspects will be investigated at Opnieuw & Co when analyzing the company and for the end goal that is to give a proper implementation plan for a good quality company that qualifies for the BKN quality label.

As stated in Reeve (2011), only three of the practices of TQM which are supplier quality management, process management and quality data and reporting were found to help achieve the operational performance goals, which is why there will be emphasis put at Opnieuw & Co in these areas during interviews and when analyzing processes for conclusion and recommendations for the company.

ISO 9000

Furthermore, ISO 9000 has theories about the national government legislation's and how employees and management culture has to look like. This influence can help to see how far the O&Co is with its employee and management culture compared to ISO9000 (Research questions 2 and 3).

The ISO 9000 is also chosen because the quality label BKN is based on the ISO 9000 regulations thus researching the ISO will give a deeper insight in the topics of management, quality management and control, employee environment and structure. The ISO 9000 will also give an insight on how to update company manuals, which might be an aspect that Opnieuw & Co also has to do for their company quality standards.

ISO is world widely known for its standards and has 500,000 companies that are certified to ISO 9000 standard. According to Levine (2010) there are benefits of having an ISO 9000 for example: an increase in payrolls of employees after certification and increase in sales and employment. ISO 9000 can help improve competitive capability and employees feel more engaged because they have to communicate in order to complete tasks to serve their customers (Hernandez, 2010).

A negative aspect of ISO 9000 is that there is a lot of paper work and little guarantee of the benefits of what it is supposed to achieve. According to Wilson (2006), "The work got harder to please the auditors instead of bettering their business", an example; the procedures of a company has to be written down in a manual and has to be continuously updated even if it is not directly related to serve the customer or employee. As stated by Wilson (2006) the ISO 9000 is very costly and the benefits are few with the certification.

2.1.3 SERVQUAL (SERVICE QUALITY GAP MODEL), GAP ANALYSIS AND RATER ANALYSIS

The Servqual model, gap analysis and Rater model are chosen,

- Firstly, according to shahin (2006) the models are known to be a quick way of diagnosing problems showing in a clear view of all the gaps. Thus, using these models will give a quick and clear diagnostic of organizational gaps, which will give accurate recommendation for Opnieuw & Co and implementation plan.
- Secondly, the gaps of Opnieuw & Co are very important because they will be in the findings and eventually a solution has to be thought to solve and improve the gap for example.

The researchers, A. Parasuraman et al., formally introduced the service quality measurement to measure the difference between customers' expectations and the level of the desired service (Parasuraman, Zeithaml, and Berry, 1985). Later on, Parasuman et al., (1990) noted that the key strategy for the success and survival of any business institution is the deliverance of quality services to customers.

The Servqual model and Gap Analysis are being used for research questions on two, three and four, which involves management, employee and processes in the company. The ServQual model is extensively used to assess the external service quality, but it can also be modified for example; to assess the quality of the internal service provided by departments and divisions within a company. Thus, the Servqual model will help to analyze how Opnieuw & Co.'s management and employee environment is influencing quality of procedures at Opnieuw & Co. The Gap analysis model will be used to analyze question four, which is how the current company procedures are at the moment.

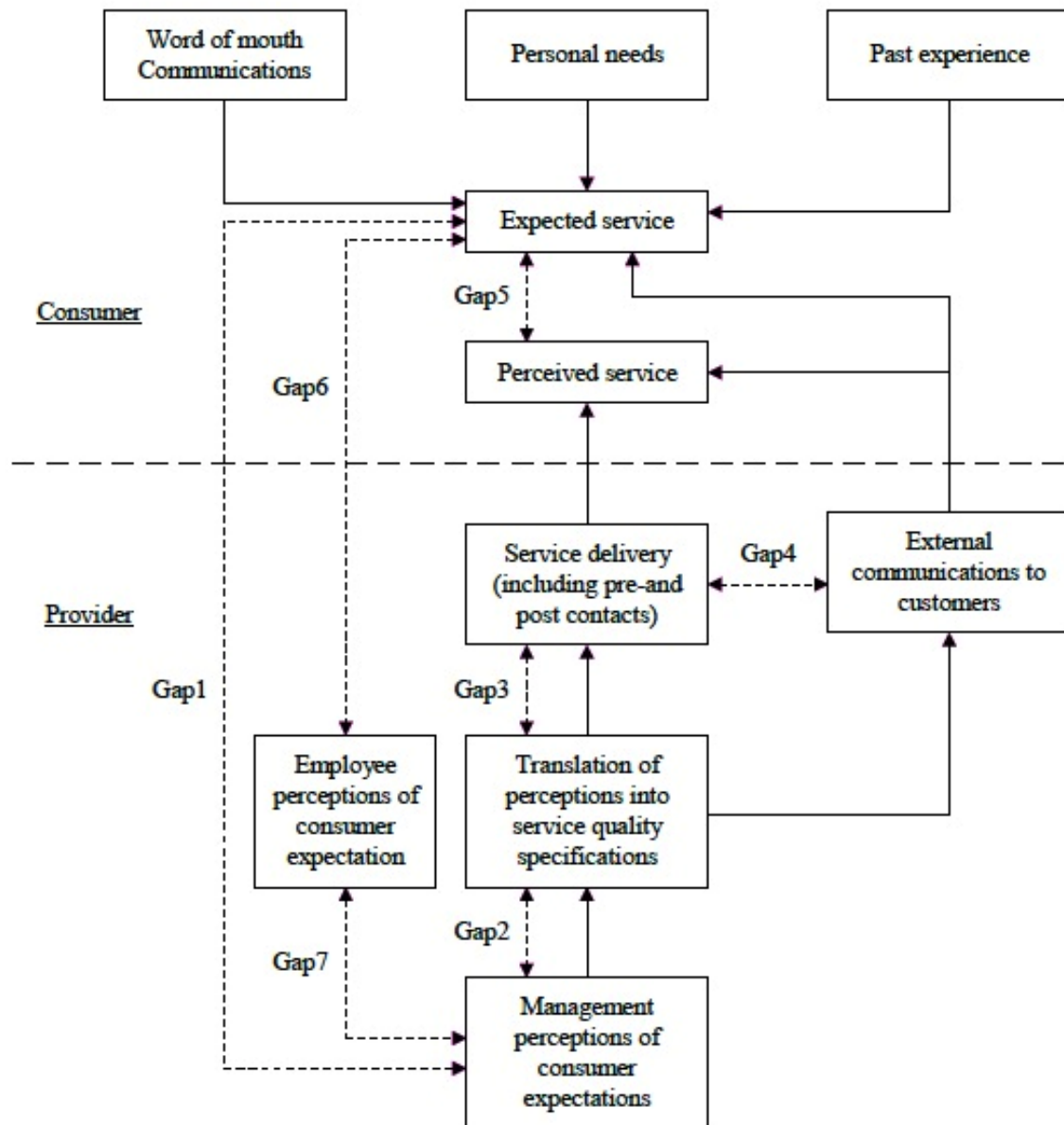
The ServQual model was made out of the ten dimensions of service quality when created; tangibles, reliability, responsiveness, communication, credibility, security, competence, courtesy, understanding the customer, and access, Parasuraman et al., (1985,p 47-48) but later the dimensions were reduced to five dimensions because part of the dimensions were overlapping. Moreover, Service quality is defined as the extent to which service meets expectations.

The five generic dimensions or factors are stated as follows (van Iwaarden et al., 2003)

1. Tangibles: Physical facilities, equipment and appearance of personnel.
2. Reliability: Ability to perform the promised service dependably and accurately.
3. Responsiveness: Willingness to help customers and provide prompt service.
4. Assurance: knowledge and courtesy of employees and their ability to inspire trust and confidence.
5. Empathy: caring and individual attention the firm provides its customers

The five generic dimensions are also called RATER Model, which is used to carry out the Gap Analysis of the five dimensions. To do the gap analysis, you identify the following in each of the five areas

- Future state- the 'place' you want to be to provide exceptional service.
- Current situation- how you currently provide service.
- Next action-how you will move from your current situation to your future state.



Model of service quality gaps

The ServQual model gaps are as follows:

- **Gap 1: The difference between actual customer expectations and management's idea or perception of customers' expectations:** As a result of the lack of a marketing research orientation, inadequate upward communication and too many layers of management.
- **Gap 2: Management perceptions versus service specifications:** as a result of inadequate commitment to service quality, a perception of infeasibility, inadequate task standardizations and an absence of goal setting
- **Gap 3: Service specifications versus service delivery:** as a result of role ambiguity and conflict, poor employee-job fit and poor technology-job fit, inappropriate supervisory control systems, lack of perceived control and lack of teamwork
- **Gap 4: Service Delivery versus external communication:** as a result of inadequate horizontal communication and propensity to over-promise

- **Gap 5: The discrepancy between customer expectations and their perceptions of the service delivered:** as a result of the influences exerted from the customer side and the shortfalls (gaps) on the part of the service provider. In this case, customer expectations are influenced by the extent of personal needs, word of mouth recommendation and past service experiences.
- **Gap6: The discrepancy between customer expectations and employees' perceptions:** as a result of the differences in the understanding of customer expectations by front-line service providers.
- **Gap7: The discrepancy between employee's perceptions and management perceptions:** as a result of the differences in the understanding of customer expectations between managers and service providers.

An advantage of the gap analysis is that it can be applied in any area of the company that wants and needs improvement because allows a quick view for the researcher to diagnose problem areas, which is helpful for teams when they are solving problems. Moreover, diagnosing a problem quickly will help the team to have more time to think of a proper solution to change what has to be changed in the internal business practices sooner.

A drawback of the Gap Analysis is vagueness because it investigates a vague area between the company goals and what the current situation is, meaning that precise data measurement is needed for it to be useful in a company. Bahaudin (2011) states that people must also be prompt to choose solutions for the gap and companies must be willing to make these changes. For Opnieuw & Co there is a lot of data measurement and people are willing to choose solutions and also company is willing to make changes.

2.1.4 7S MODEL

The TQM theory explains in chapter 2.2.2 that management culture is important for quality in a company which is why the 7S model is chosen because it will give a greater understanding of management/ employee behavior factors (research question 2 and 3). With a greater understanding of the factors, there will be a clear view of how these factors are influenced and how they can be changed. Further, the 7S framework is believed to work because of its good reputation to help find and change employee/management behavior. With the theory of the 7s model, proper questions can be asked to employees and management when they are being interviewed. The answers will then serve as findings and lead to the proper conclusion and recommendation for the implementation plan.

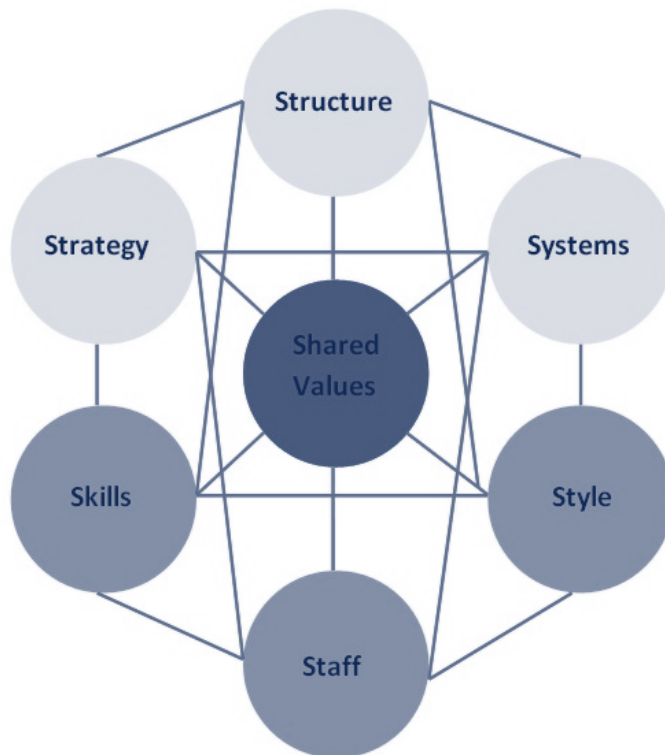
A total of 90 percent of the 7S Model is believed to work because it includes a relationship to have an effective organizational change, which is the relationship between structure, strategy, systems, style, staff, and subordinate goals. The 7s model's central idea is that the interaction of several factors will have an effect on the organization effectiveness. The structure believes in the interconnectedness of the variables meaning that there cannot be only one area corrected without correcting other areas as well.

An advantage for having the 7S model is that it offers an effective method for diagnosing and understanding of an Organization, it is commendable to identify what needs to be realigned to improve performance and also to maintain alignment and enforcement during other types of change, it combines rational and emotional elements and all elements have the same importance in being looked into because they are unified.

The 7s model differentiates the factors in two elements, which are hard elements and the rest belonging to soft elements. Furthermore, the 7s model structure is shaped in a way that it has no starting point, it could be that the Systems will be the driving force in a particular part in time and it could also be that Style is a driving force in a particular part in time.

Waterman (1980) shows the factors that are included in the 7S model which are in the figure below:

1. Structure- The way the organization is structured and who has to report to whom in the organization
2. Systems- the daily activities and procedures performed by staff members to get the tasks done.
3. Style- How top management comes across in the company, what their leadership style is
4. Staff- The employees and their main capabilities
5. Skills- The actual skills and competencies that employees have in the company
6. Strategy- The plan designed to have, maintain and build an advantage over the competition
7. Subordinate goals/shared Values -The core values of the company that are demonstrated in the company culture and general work ethic



One disadvantage of the model is that when one area has a major change, all the other areas have to be looked into and changed because they are interrelated. Although according to Robert (1979), the 7S model can be useful because they can look precisely how the factors are interrelated and how they can change the areas when it is correlated to another area.

2.1.5 JOB DEMANDS-RESOURCES MODEL (JD-R MODEL)

The JD-R Model is chosen to analyze the employee and management at Opnieuw & Co (research question 2 and 3). Firstly, a number of studies have supported the two-way pathway that is proposed by the JD-R model and it can predict organizational outcomes (Bakker, 2007), which is an important factor because if it can be predicted there can also be a prevention for unwanted outcomes.

Secondly, the JD-R Model will help balance the employees, which is a factor that has to be considered when changes will have to occur at O&Co. The balance of employees according to the JD-R Model is based on the two psychological processes, which are job demands and job resources. The JD-R theory believes that the psychological processes have an impact in the organizational outcomes. For this reason, the model will be used for the findings for research question two and three, which are research questions to find out how the management and employee environment.

As stated in earlier models, there are different models chosen for analyzing because all models are different and one model might have more emphasis on a topic than another, which is why the best models for researching and changing of management and employee environment are chosen.

According to Medlin (2009), the Job Demands-Resources model is a model that can be used to improve the employee's well-being and performance in different areas of work. The JD-R has integrated various previous models, including, Demands-Control model (Karasek, 1979), Job characteristics model (Hackman & Oldham, 1987), Conservation of Resources model (Hobfoll, 1989) and Effort-Reward imbalance model (Siegrist, 1996).

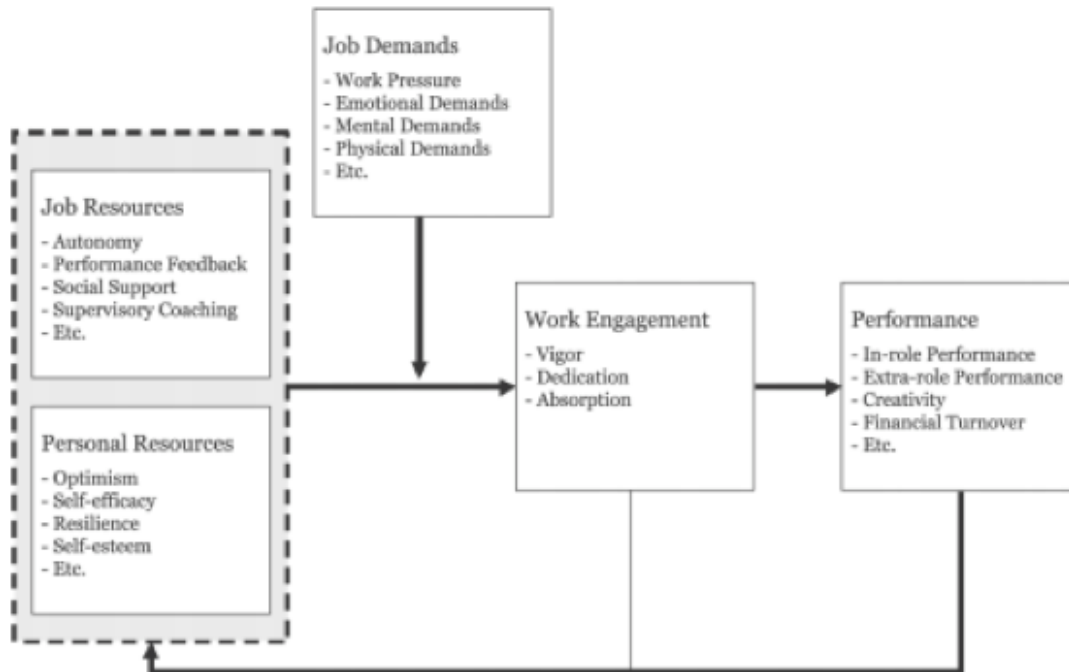
The JD-R model has a few propositions, which are as follows:

1. The JD-R model assumes that every company has its unique way of working; the JD-R characteristics can still be applied.
2. The general characteristics are Job Demands and Job Resources, which in JD-R model are, assumes that they predict the work engagement when they are independent or combined together.
3. According to the JD-R model, job demands are the initiators of health impairment and job resources induce a motivational process.
4. The JD-R model has a dual process, which are a health impairment process, and a motivational process.
5. Job Resources can be a defense to the effect of job demands.
6. Job Resources become prominent and have more motivating potential when job demands are high.

The Figure 1. Below shows the JD-R model of work engagement graphically depicted.

The measurements when assessing Work engagement are as follows:

- Job Demands (Workload, Emotional demands, Changes in tasks, Computer problems)
- Job Resources (Colleague support, Supervisory coaching, Performance feedback, Time control)
- Health problems (Exhaustion, RSI)
- Involvement (Commitment, Dedication)
- Behavior (Long-term absence, Absence duration, Turnover intention)



A drawback of JD-R Model and specifically all models that have to do with work engagement, if seen in from a theoretical point of view, it is essential that research design has to be tested strictly and that the predictors and outcomes are measured objectively when researching work engagement.

Besides the drawback, the JD-R model has been analyzed in this thesis because there isn't a precise model that indicates what a company should do to improve work engagement, but recent researches have concluded the following;

- Goal setting leads to engaged employees
- Engaged employees exhibit higher levels of workplace optimism
- Higher levels of workplace optimism improves the individual performance of an organizations employees(Medlin, 2009)

2.2 CHAPTER SUMMARY

The summary of Chapter two emphasized on the discussions shown in the literature review. The theories that were looked at are based on the questions made for the research. The questions such as quality label criteria and national government influence on procedures were analyzed.

The research is about the implementation of a quality label in a company similar to the ISO 9000. The ISO 9000 and Total Quality Management were looked into; to find the best possible research on quality label processes, how they are managed, maintained and control. With the found information a comparison can be made to the current company situation and proper findings can be found.

The 7S model and the JD-R model are models that are specialized in employee and management's behavior and with professional guidance in how to change employee and management behavior in a company. With the help of models, O&Co will be analyzed to find out how much they will have to change their employee/management culture for the optimal implementation of the quality label BKN.

A main question in the research thesis is to find out where the gaps are in the procedures of Opnieuw & Co to achieve a quality label in Opnieuw & Co; a well-known gap analysis is used to analyze Opnieuw & Co.

The next chapter deals with the research methodology used in the thesis report. Per research question, the research method used and literature theory used will be discussed. Furthermore the chapter will discuss the data collection and research strategy used, the unit of observation and unit of analysis, the research plan on the execution of the thesis and assuring credibility.

CHAPTER 3 RESEARCH METHODOLOGY

The Research Methodology will be given in the following Chapter 3.

3.0 INTRODUCTION

Chapter 3 will discuss the research methodology used in this report. According to Saunders (2007), “Methodology is the theory of how research should be undertaken including the theoretical and philosophical assumptions on which research is based and the implications of them for the method and methods adopted”. Moreover, it is explained that for a clear methodology, the literature has to be known and established. Therefore, the literature and theories that are needed are shown in the previous chapters and now the research methods can be clearly established. Saunders (2007) also stated that “Research methods are the techniques and procedures used to obtain and analyze research data, including for example questionnaires, observation, interviews, and statistical and non-statistical techniques”, which is what will be used and explained in this chapter.

This chapter elaborates the Research Methodology being used and the questions, “why it is chosen” and “why the method chosen is best suitable for use in this particular research” will be answered. Furthermore, the chapter will give the reader a clear view of what exactly will be analyzed.

3.1 RESEARCH QUESTIONS

- 1. What are the quality label criteria and how can the national government influence the implementation of quality labels by companies such as Opnieuw & Co?**
 1. What is the criteria for the quality label?
 2. How do government policies impact on the establishment of quality labels?
 3. Can legislation and permits influence Opnieuw & Co when implementing the quality label?
- 2. How does the current management environment influence quality procedures at Opnieuw & Co?**
 1. What is the management culture at Opnieuw & Co?
 2. What is the best practice with regards to the current model planning and control of quality in a company?
 3. Is the current planning / control by management optimal relating to the quality processes at Opnieuw & Co?
 4. What is the communication process between managers?
- 3. What are the common traits of the current employee environment that can influence the quality procedures at Opnieuw & Co?**
 1. Are employees currently being trained to do prepare for new tasks at Opnieuw & Co?
 2. How are employees rewarded for performance at Opnieuw & Co?
 3. Is the vertical communication between employee and manager optimal to the quality label standard Opnieuw & Co?
- 4. What current company procedures at Opnieuw & Co have influence in the implementation of the quality label?**
 1. What are the current procedures of the primary processes, which are collection, sortation, repair and sales procedures?
 2. What are the current procedures of the supporting processes: which are Administration (ICT+ Finance)?
 3. What are the gaps in the procedures of the primary and supporting processes compared to the quality label BKN requirements?

Research questions linked to the unit of analysis

As stated by Neuendorf (2002), "A unit in a study is the individual 'thing' that is subject of study, what or who is studied". Similarly Neuendorf (2002) explains, "The unit of analysis is the element in which data are analyzed and for which findings are reported". Considering Neuendorfs definition of this theory, in this research, the element of what influences quality procedures in a company will be analyzed to relate to the goal of the research, which is to develop an implementation plan to-(BKN)-at Opnieuw & Co.

Furthermore, the research questions all relate to the unit of analysis because the research questions purpose is to reveal the findings related to the unit of analysis. Moreover, the findings of the research questions will then provide proper information to write recommendations and conclusions for Opnieuw & Co.

Each research question is linked to a research method and a theoretical framework to assure research validity of the findings found in the research. Table.3 will illustrate the research questions linked to a data collection instrument/ research method used and Table.4 will show the research questions linked to a theoretical framework.

Table 3 Data validation.

Research questions link to data collection instruments used

Research Question	Research Method Used
1. What are the quality label criteria and how can the national government influence the implementation of quality labels by companies such as Opnieuw & Co?	Secondary Data (1.1 external data 'Quality Label BKN'(appendix 6)1.2 Government Publications such as the agreement of the state director of accreditation and the article of "what is a quality label" of the National Government website 1.3 TQM by Joseph (1999))
2. How does the current management environment influence quality procedures at Opnieuw & Co?	2.1-2.2-2.3 Primary Data (Interview, observation) + 2.2 Secondary Data (Primary and Secondary Literature)
3. What are the common traits of the current employee environment influence the quality of procedures at Opnieuw & Co?	3.1-3.2-3.3Primary Data (Interview, observation)+ 3.2 Secondary Data (Primary and Secondary Literature)
4. What current company procedures at Opnieuw & Co can influence have influence in the implementation of the quality label?	4.1-4.2-4.3 Primary Data (Interview, observation) + Secondary Data <ul style="list-style-type: none"> 4.1-4.2-4.3 Internal company data 'Multiannual company plan, annual reports, handbook of procedures, company reports (accounting and financial records, inventory report, staff reports) 4.3 External Data 'Quality label BKN framework (appendix 6)

Table 4.

Research Question linked to theoretical framework

Research Question	Literature Theory Used
1. What are the quality label criteria and how can the national government influence the implementation of quality labels by companies such as Opnieuw & Co?	Gap Analysis+ TQM
2. How does the current management environment influence quality procedures at Opnieuw & Co?	Servqual model+ Gap analysis +7S framework+ JD-R Model + RATER model
3. What are the common traits of the current employee environment that can influence the quality procedures at Opnieuw & Co?	Total Quality Management+ 7S-Framework+ JD-R Model + RATER model
4. What current company procedures at Opnieuw & Co have influence in the implementation of the quality label?	Gap Analysis+Servqual Model+ ISO 9000+ TQM

Theories used for research questions.

The first research question is based on the theories of TQM and ISO9000 where explained government regulations, policies and legislations have influence in the implementation and maintenance of a quality label. For this reason it is relevant to find out to what extent the national government has influence in quality labels. Similarly the ISO9000 takes importance in the company procedures and updating of them, which is why it is relevant to find out how the quality label BKN wants its processes thus the quality label criteria will be asked.

Other theory models have added that management is an important factor in change in qualities at a company. The gap analysis for example has the important gap of management expectation and employee performance, which emphasizes that management behavior towards employees is very important. Similarly the 7S model explains the psychological processes of employee behavior that have influence in organizational outcomes. It is also essential to find out the second and third sub question about the best practice with regards to planning and control models, if the best practice and control models are compared to the current planning and control at O&Co, a good recommendation can be written for the company. The Servqual model highlights “communication” as a main factor to service quality, which is why it is asked how the managers communicate amongst each other.

The third research question relating to employees is an important factor when implementing the quality label because business excellence can be enhanced when employees are properly trained and motivated according to TQM. For this reason it is researched how employees are currently being trained and motivated with depending on factors such as: their workload, emotional demands, changes in tasks, colleague support, supervisory coaching which is part of the JD-R model. The JD-R model researched explains that work engagement depends on various factor and the important ones have to do with job demands and job resources. The JD-R model explains that reward and acknowledgement is an important factor in job resources that is why it is asked if there are job recognition and rewards given at Opnieuw & Co.

The last research question is about the current processes at Opnieuw & Co, which are the supporting, steering and primary processes. The TQM explains that to achieve customer satisfaction there has to be continuous improvement in quality of products and company processes which is why it has to be researched if they are updated and if they will match the quality label criteria. The processes have to be described in the handbook of procedures, which is a requirement for ISO9000 and for the BKN quality label which is also why it was chosen to ask them at Opnieuw & Co.

Content analysis of organizational documents

The organizational documents at O&C are analyzed to view if the documents need to be updated compare to the quality label criteria (appendix 8). Firstly the company procedure documents will be analyzed for the purpose of a BKN quality criteria to finalize a handbook of processes (appendix 6). Moreover, the handbook of processes is aimed for auditing purposes when they have to control the company when the quality label label-BKN is implemented. Secondly, organizational documents such as permits and insurances, salary slips, financial documents and employee files will be looked into to eventually find out what should be inserted in the implementation plan for O&C. In Appendix 8 the quality label criteria is written and all the files that were looked into, observed or asked during the interviews are highlighted in the table.

Furthermore, the annual and multi annual reports where looked into to see if the procedure and the content is done properly and according to government and quality label requirements. Similarly, financial documents are also considered of high importance to analyze to find out if the company is actually running/receiving profit and if the company can actually afford all the changes that have to occur. The examples of financial documents that will be looked into are as follows: 1. the booking procedure is and how it is stored in the computer and in the database of the company and 2. The accounts payables and receivables. At Opnieuw & Co there are logistics documents collected and they will also be looked into which are 1. Order forms from clients or to clients, 2. Chauffeur forms to take when going to a customer, 3. Inventory form for controlling purposes and 4. Order lists from Opnieuw & Co branches. Similarly, the department schedules, store schedules and the list of emergency numbers were also analyzed for the same reason. The reason for checking the logistics department is to see how the production flows and to find bottlenecks in the supply chain. From bottlenecks found, proper recommendations will be made for possible changes.

The department of human resources also has documentation such as the job descriptions, rules of Opnieuw & Co, CAO requirements, BOF forms (employee assessment and function form), employment contracts, intern contracts, volunteer contracts, employee files (if they are complete, illness form, insurance forms) and calling in sick forms. The documentations will be observed and analyzed to find out if they are up to date or changes have to be made to the BKN-quality label standards and government requirements. Lastly, Administration documents will be analyzed such as Opnieuw & Co permits and insurances and cashier documents to see if everything is in order and the government and quality label standard of BKN.

3.2 RESEARCH STRATEGY

In this thesis, the research strategy is chosen based on the question “how is the best way for to get all the information needed to come with a liable and credible conclusion and recommendation for the company goal”. The Opnieuw & Co company goal is to acquire the quality label-BKN for their company.

The research strategy chosen was an Action Research. The reason for choosing action research is because it combines connecting with knowledge through theory and through people. It is important to have a strategic goal that everyone can understand and by working together with the people involved will also help them understand the topic better and when implementing the changes they will perform well because they have worked together to make the changes and already know what has to be done (Rector, 2013). Moreover, according to Miller (2003), “working collaboratively with others will lead not only to community and organizational changes, but also to personal changes in the action researcher”, which is what I was looking for in making the thesis to help organization with changes and personal changes as an action researcher.

The second reason for choosing action research is because it will help to gradually make changes in the company at the same time as working on the end implementation plan. Moreover, the research at O&C is done in action, for example at O&C, the research is concerned with the resolution of organizational issues such as implicating change together with employees and customers who experience the issues directly, which is why in the action research at O&C, the researcher will be involved with the members of the organization over the quality label of BKN and will be present when changes are taking place.

An Action research as explained by Saunders (2007) is a research in action rather than research about action so that, for example, the research is concerned with the resolution of organizational issues such as the implications of change together with those who experience the issues directly”, It is therefore particularly useful for ‘How’ questions. The action research fits perfectly with type of research that will be conducted at Opnieuw & Co where a lot of answers will have to be found with organizational issues and involving employees and managers. In addition, Saunders (2007) explains, the person undertaking the research is involved in this action for change and subsequently applying of knowledge gained elsewhere” which is also the only way to find answers in this type of research question because the theories and models researched will be later applied and used in the company to help with the research goal.

In the following subchapter, the unit of observation and unit of analysis of the thesis research will be explained.

3.2.1 UNIT OF OBSERVATION AND UNIT OF ANALYSIS

Unit of observation

According to Piekkarie (2011) "The unit of observation that is the unit which the researcher collects data". Moreover, in this thesis report the unit of observation is everything that is involved with the quality standard of BKN and government standards, which are the processes, *and stakeholders of Opnieuw & Co*. To be more specific, these areas will be observed to come up with the bottlenecks that exist to reach to the quality standard of BKN and government standards.

Unit of Analysis

As stated by Neuendorf (2002), "A unit in a study is the individual 'thing' that is subject of study, what or who is studied. The unit of analysis is the element in which data are analyzed and for which findings are reported". Also, the research in this thesis report *the element of what influences quality procedures in a company* will be analyzed to relate to the goal of the research, which is to develop and implementation plan to –BKN at Opnieuw & Co. Due to the fact that Opnieuw & Co organization has to be observed the way to find out is to analyze what influences the quality procedures in a company to find out if the company needs change or not.

In the following subchapter, the data collection of the thesis will be explained.

3.2.2 DATA COLLECTION

To collect data, the multi-method qualitative study will be used to mean that by analyzing a research question from multiple perspectives the validity can be checked and established. The multi-method qualitative study is chosen because according to Guion (2001) it helps the researcher understand the issues and maximize its confidence in the findings of qualitative study that is needed because the researcher has to have a strong confidence in understanding the issues to be able to give proper recommendations.

Another reason is to be accurate that the research findings reflect the actual situation at Opnieuw & Co thus it is best to choose a method that increases validity. Similarly according to Thurmond (2001) there are different benefits of triangulation which can; 1. Increase of confidence in research data, 2. Create innovative ways of understanding the phenomenon, 3. Reveal unique findings, 4. Challenge theories and 5. Find a clearer understanding of the problem.

The changes that need to be made will be accessed through the use of interviews, observations, document analysis and non-numerical method models. Moreover, it is researched how Opnieuw & Co organization is currently at with its procedures towards their end goal. In order to do this it is essential to have a clear possible grasp of what influences the company. This will involve the following:

- Analyzing content and organizational documents such as annual reports and financial documents and organizational processes of Opnieuw & Co and Analyzing the framework of the quality label BKN (appendix6). Appendix 8 also shows the criteria of the BKN that was used to ask during the interviews which is linked to the interview questions in Appendix 7.
- Analyzing external information concerning quality label requirements and how it will influence companies for example by analyzing government policies, theories and models.

- In-depth interviews with employees and managers who are experts in their department
- In-depth interviews with the director of Opnieuw & Co
- In-depth interview with a partner of Opnieuw & Co (Bouwman GWZ)

Moreover, having the multi-method approach will help on both objectives of the thesis research, which are 1. How to implement a plan (for Opnieuw & Co) to undergo the changes and 2. How to implement the changes in the quality (of Opnieuw & Co) of the organization. Further, the emphasis will be on analyzing the areas that need to be looked into for the implementation of a quality label.

One area that has been put emphasis on is the employee's performance. According to Kagaari (2010), a study revealed that there is a positive relationship between employee attitudes and managed performance, which is why it was analyzed for Opnieuw & Co how employee environment and management environment is at the Company. It is important to receive information about employee environment and processes, which is why employees of Opnieuw & Co, were observed and interviewed.

Interview Opnieuw & Co

It was decided to use in-depth interviewing as the main method to collect data for the study. According to Saunders (2007), the central concern of the Action research is with the resolution of organizational issues such as implications of change and together with those who experience it directly. Because of the nature of this type of research, investigations are often connected with methods such as in-depth interviewing, participant observation and the collection of relevant documents. Another reason to choose in depth interviews is because it will give the interviewee a sense of privacy that they can share whatever they want and feel more comfortable than answering in a group. The in depth interviews will contribute to a high percentage of the findings in the research. In Appendix 5 the interview questions with answers will be illustrated per interviewee.

The type of in-depth interview is in a semi-structured format with open and closed-ended questions. Each interview will have an estimate of 10 to 13 questions for each interviewee.

- The reason to use open and closed-ended questions is because the interviewee can elaborate more on each subject and from a particular question, depending on the interviewee's answers, there can be further questions asked, to have a clear finding. In this way the interviewer can gain more information out of each interview.
- The choice to have in-depth interviews is because there were more open-ended questions to be answered from relatively few people as opposed to surveys, which tend to be more for a larger scale.

Interviewee's

Director	
Marcel V. Goch	
Managers	
Mark van Nieuwstraten	/General Branch Manager
Eric v.d. Bosch	/General manager back office
Martijn Wehrmeijer	/Human Resource Manager
Employees	
Karim Faith	/Branch leader Dordrecht
Louise Vermeer	/Branch supervisor clothing
Maria Jose Polfliet	/Branch supervisor Glassware
Will Pelk	/Branch supervisor books and electronics
Bas Ruiters	/Head of Drehtwerk Bouman
Floor de Roover	/Financial administration
Duygu Goclu	/Financial administration assistant

The managers, director and top department heads will be interviewed because they will have the capacity and experience to answer the questions that will be asked about employee, management and processes. Only the chosen experts in their field were interviewed. The lower employees that are workers and that do not have a leadership position will not be interviewed because the questions will have to be reliable and a lot of the lower employees have a psychological disability that makes it hard to interview them.

Because the definition is the high-level value and excellence of a company, the type of questions will be based on the value and excellence in mind. The questions used for the interviews are based on the research goal, which is *How to implement a Quality Label BKN*. But the interview questions are to find out three different outcomes for the research.

- The first type of question is based on the quality label criteria. The questions will be asked if the company has its processes similar to the quality label criteria found in appendix 8. Appendix 8 will show the quality label criteria's and interview questions used for each criteria.
- The second types of interview questions are based on the main research questions to find out for example manager and employee behavior. (IQ 6,17,10,13,12 in appendix 7) Through research found in articles of Schraeder (2011), some facets can be used by managers to manage employees, which is important for overall employee performance. If facets are managed by the manager the employee's performance can increase, thus productivity can increase and quality can improve in this area. The facets that can be managed are task/role-specific performance, willingness to adapt to change, innovation/creativity and ethical conduct which are also in the JD-R model and 7S model. These facets will be subject to questions that will be asked for managers and employees.
- The third type of interview questions are based on ideas for recommendations for the company and to know the opinions of the employees. (IQ44,20,26,11 in appendix 7)

Credibility interview

To assure the credibility of the interview, three people will be present during interviews, the interviewee, the interviewer and the minute's secretary who will be writing down the minutes. Every question and answer will be written down in the minutes, thus the interviewee can

analyze after the interview has ended. Interviews will be done twice with the same interviewer if there are still unanswered or vague answers. There will also be at least two different employees of each department interviewed to compare opinions on the same type of questions. The reason for limiting the interviews to about 13 questions is because all possible questions that can be asked is calculated to approximately fit into the 13 questions and if something is not clear there will be more questions asked during the interviews. The employee's reliability of the answers is taken into account, which is why he/she will be asked to prove what he/she is answering during the interviews for example with a demonstration or a report

Approaching potential respondents

The potential respondents are employees that have the acquired years of skill and knowledge in their field. During the interview, employees will be asked to show evidence in what they answer for example it could be asked of them to show a demonstration or a report of what has been asked. In this way the credibility of what is said is being controlled simultaneously during the interview. Each interview, there will be notes made at the interview for further analysis.

The availability to interview employees is limited because of the work schedule, which keeps the staff and for this reason the interviews have to be planned two weeks in advance. The interviewer, is available from Monday to Friday from 9:00 to 17:30 at Opnieuw & Co.

3.3 ASSURING CREDIBILITY OF THE RESEARCH

In the beginning of the research there has to be certain measures taken for the assurance of credibility, validity and reliability. One way of assuring credibility in the project is that there has to be a school supervisor and company supervisor, who will serve as change agents and guide throughout the project. Furthermore, there is a thesis proposal made in the beginning of the project, which is the guideline for the whole project all changes has to be approved and signed by both supervisors.

The data collection and analysis have to provide consistent findings for it to be reliable. For this reason, there will be similar questions asked in each interview to different interviewees to have clearer findings. The interviewees are chosen specifically because they are experts in their fields. Furthermore, there will be three people present during the interview, one will be asking questions, one who will be taking notes and the interviewee himself, will be giving the interviews. The interviews will be in semi structured format, chosen because it gives the interviewer the ability to go more in depth into what an interviewee is answering, meaning that spontaneous questioning is also allowed even if there are already open-ended questions as a base for the interview. In this way the interviewer can gain more information out of the interview. Interviewees will be interviewed more than once if there are unclear answers.

It will be enough to find viable and credible findings because the research will not only conduct in-depth interviews, but will also find research through secondary research such as articles from scholarly journals and organizational documentation that will support the research.

To assure that the sources in this report are from a reliable data, all journals and articles are taken from a reliable source searched in the school database, which are ABI INFORM and JSTOR. The articles will also be chosen specifically by release date between year 2010 and 2013. The articles and scholarly books in the report will be cited with Harvard Referencing throughout the report. By giving citations it will demonstrate that the arguments in the report are thoroughly research, the fields in which is researched is understood and that the intellectual property rights of the author are respected in his thesis report. The interview questions for the employees will be inserted as an Appendix (5).

There will be a planning made for execution of the thesis which is seen and signed by both company and school supervisors.

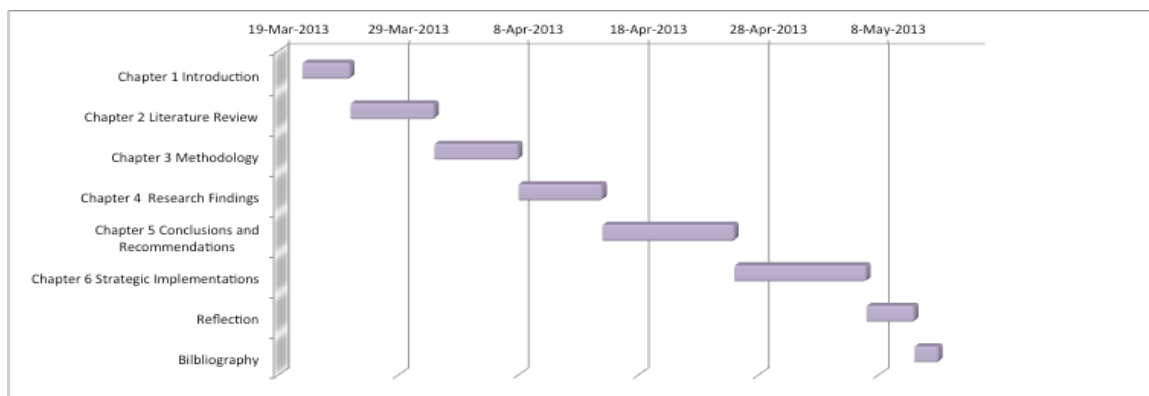
An incident that might have a bearing on the validity and reliability of the results is that interviewers cannot be interviewed for whatever reason. This might hinder the results. Fortunately everybody is cooperating with the interviewers and accept to have interviews taken.

3.4 PLANNING AND EXECUTION OF THE RESEARCH

GANTT CHART INCLUDING RESEARCH STAGES AND DELIVERABLES

In the Gantt chart the planning and execution of each stage of research are shown.

Task Name	Start Date	Duration in days	End Date
Chapter 1 Introduction	21-Mar-2013	4	25-Mar-2013
Chapter 2 Literature Review	25-Mar-2013	7	1-Apr-2013
Chapter 3 Methodology	1-Apr-2013	7	8-Apr-2013
Chapter 4 Research Findings	8-Apr-2013	7	15-Apr-2013
Chapter 5 Conclusions and Recommendations	15-Apr-2013	11	26-Apr-2013
Chapter 6 Strategic Implementations	26-Apr-2013	11	7-May-2013
Reflection	7-May-2013	4	11-May-2013
Bibliography	11-May-2013	2	13-May-2013



Report on planning

In the report on planning, the deviation and causes of these deviations of the planning will be highlighted. A deviation can be that there are delays during interviews which can hinder the

project. Another deviation can be that the supervisors do not accept certain parts of the research which may hinder the end date of the report.

Project Risk

Time: The time to find research background information and achieving an implementation plan to implement a quality label for Opnieuw & Co is constrained. To implement the new processes on the work floor and gathering information, making slide show presentation and having to make presentations for the Opnieuw & Co itself is time consuming.

To assure that the time will be less of a risk, there will be different planning made for completion of each task. The plannings will give a clear overview of what has to be accomplished and what still has to be completed.

Staff involvement: Reliable information is found in doing desk research but there are also resources that have to be found on the work floor itself with the employees at Opnieuw & Co. To assure that there is reliable and credited information from the findings, employees of Opnieuw & Co will be interviewed two times and more employees of the same department will be interviewed.

Resources: A risk is that the data is unreliable. To assure that the resources of articles are accepted, all articles will be cited with Harvard referencing system. The articles will originate from school data bases which are JSTOR and ABI/NORM. Interview questions will be inserted in the report as an Appendix (5).

3.5 CHAPTER SUMMARY

Chapter 3 explains the research methodology used in the Research thesis report. The unit of analysis is the element in what influences the implementation of a quality label. Because the element of what influences the implementation of a quality label at Opnieuw & Co is being researched, all research questions relate to the unit of analysis, to have a liable conclusion and from the conclusion to give recommendations to Opnieuw & Co. Furthermore the research questions are linked to theoretical frameworks and a data collection instrument that is used for analysis. All research questions are linked to assure that the research has credible findings for Opnieuw & Co and which will be explained in chapter 4 of the research thesis. The credible findings in chapter 4 will ascertain validity and assurance in the recommendations and conclusions in chapter 5 and 6.

Action research is used in this thesis, because it is the most likely to match how the research will be undergone. The research is concerned with the solving of the company issues such as changes in the organization together with the people who experience the issues directly (Saunders, 2007). In the case of Opnieuw & Co, the researcher will work together with employees to gradually find changes and give advice for the company to adapt.

The unit of observation is the unit in which the researcher collects data, which is Opnieuw & Co organization as a whole. The unit of analysis is the individual thing that is subject of study. The individual thing or subject that will be analyzed is the element of what influences quality procedures in a company to relate to the goal of the research, which is to develop an implementation plan to –BKN- at Opnieuw & Co. To collect data for the analysis, the mixed method approach will be used. The mixed method approach is beneficial to the research because it collects quantitative and qualitative data and the mix method approach will help on both objectives of the research, which is how to implement a change plan for Opnieuw & Co and how to implement these quality changes in Opnieuw & Co processes and overall organization. A qualitative data collection used is interviews. A selected few employees where interviewed at of Opnieuw & Co to collect data on the processes and quality in the organization.

Apart of the interviews, the thesis report will collect data from desk research, primary and secondary data for example; external data such as government publications, internal company data such as handbook of procedures and primary and secondary literature sources from accredited databases. In this chapter the credibility of the research is informed with the planning, the report on planning and the project risk.

The following chapter will inform of the research findings. Firstly the research justifications followed by findings of all the research questions asked in the research.

CHAPTER 4 RESEARCH FINDINGS

Research findings will be explained in chapter 4. Furthermore, the theories and theoretical concepts that were introduced and explained in chapter 2 of literature review are used to analyze the findings.

4.0 INTRODUCTION

With the theoretical concept explained in chapter 2 and the research methodologies explained in chapter 3 the research questions can be answered and the findings can be written in chapter 4. All theoretical concepts shown in chapter 2 and data collection such as interviewing of employees and desk research such as Opnieuw & Co.'s Annual report are analyzed and applied to find out the answer to the research question.

There are several theoretical concepts to support answering of the research questions. The theoretical concepts are as follows: JD-R model, Gap Analysis, TQM, ISO9000, 7s model.

4.1 RESEARCH JUSTIFICATION

In chapter 4 the theories will be applied to Opnieuw & Co. Further, the same theories that were explained in chapter 2 will be applied to the research and after having applied the theories to the company, the theories will be linked to answering the research questions and findings will be revealed. All theoretical concepts and models which were highlighted in chapter 2 will be used to help answer the research questions. Moreover, the models used are TQM, ISO 9000, GAP analysis, 7S Model and JD-R Model. The findings on each model and theoretical concept are discussed in appendix 1.

4.2 WHAT ARE THE QUALITY LABEL CRITERIA AND HOW DOES THE NATIONAL GOVERNMENT INFLUENCE THE IMPLEMENTATION OF QUALITY LABELS BY COMPANIES SUCH AS OPNIEUW & CO?

The quality label criteria found in the framework of quality label BKN in appendix 6 is separated in 4 parts which are the guidelines for the membership, the company policy, the work processes and management of the quality label. There is a total of 30 different quality label criteria's that have to be compared to the current company processes these can be found in appendix 8 of the report. The quality label criteria also divides the type of processes that they wish the company to have which are the primary processes, the steering processes and supporting processes. The findings on the extent that Opnieuw & Co correlates to the criteria were found observation and interviews.

For the extended findings of the quality label criteria and how Opnieuw & Co correlates with it there is a table in appendix 8, which shows all the quality, label criteria and the interview questions asked. The table also shows if the procedure has been fixed or not if not the recommendation is written on the side of the criterion.

What was observed and was mentioned during an auditing training is that employees do not apply to the dress requirements such as a safety boot. This is against the quality label and government requirements.

The findings found on government influence is based on the two sub questions that were asked which were:

1. How do government policies impact on the establishment of the quality label?

Through legal research there were findings found on the first sub question. It was found that the current policies have an impact on quality procedures and the rise of quality labels.

Furthermore, the Dutch Government has rules for approval of a Quality label such as: 1. A company is allowed to have a quality label if the owner of the quality label approves (The

owner in this case is Branche Vereniging Kringloopbedrijven). 2. A company cannot mislead the public of its quality label because it is against Dutch law and people can openly file a complaint and 3. The National Dutch Government has control on auditing quality labels only if the quality label owner has signed for the government audit. The government also states that quality labels that are not on their website of Consuwijzer (such as BKN) can be trusted but it has to be researched by the person who wants to investigate.

Extra criteria of government but not obligatory

Moreover, According to the Rijksoverheid (2012), the National Dutch Government can influence Opnieuw & Co to become accredited because of the specific points that have to be followed by each company to be considered a “good” quality label. A good quality label is and extra criteria given by the Dutch government. The value of a quality label and according to the Ministry of economic affairs (2012), the two websites give an overview of the quality labels that are tested by the accreditation council, which are ConsuWijzer and Environmental Center.

The process goes by the board that will research how the owner of the quality label is controlling the company and if the companies are obliging to the rules (Raad van Accreditatie, 2008).

A good label has to include the following 3 requirements according to the Environmental Central:

1. The label goes further than the minimum statutory requirements
2. It is clear what the label stands for and information is easy to find
3. There are regular, unannounced inspections by qualified inspectors of an independent organization the best is to get controlled or certified by the organization such as the Accreditation Council (Rijksoverheid, 2012)

Currently Opnieuw & Co complies with the first two requirements of the Environmental Central of the extra criteria but the third point is not in the BKN quality label, which can be found in Appendix 6.

Other policies that government requires is that the company should be a member of a collective labor agreement and the company has to be registered in the chamber of commerce (Rijksoverheid, 2012). Through the interviews it was found that Opnieuw & Co has both of these policies.

Opnieuw & Co can receive the quality label

For the BKN Quality label, Opnieuw & Co can receive this because the quality label owner gives it. The quality label owner is the only one who can give Opnieuw & Co the quality label. Thus if the quality label owner agrees that Opnieuw & Co complies with its quality label it can be implemented in Opnieuw & Co. The government will only audit if it suspects that the company is not obliging to the quality label criteria, and the company can get a fine. A qualified auditor from BKN, which means that the companies involved, has a director or managers that have undergone training to become a qualified auditors whom will conduct the auditing at O&C and other affiliates in the BKN. But the way that Environmental Central prefers is to have an independent organization, such as the Accreditation Council to do the auditing for a company.

3. Can legislation and permits influence Opnieuw & Co when implementing the quality label?

The findings show that legislation and permits can influence the implementation and execution of the quality label. The Dutch National government follows the international standards and According to Arora (2006), the international standards provide a technological and scientific base to support health, safety and environmental legislation.

Furthermore, according to the government (2012) it was found that the legislation and

permits that a company has to have is the same as other companies, these permits and legislations are; Arbo checklist, works council (for more than 250 in a company there has to be a works council present and permits such as building permits (per region). Thus the implementing a quality label does not need additional permits or legislations if not assigned by quality label criteria.

Moreover, through the legal research it was found that the insurances that are required in the Netherlands are; Motor insurance, Director liability insurance, insurance to cover operating costs, accident insurance, liability insurance, asset insurance, environmental insurance, tenant's insurance, insurance on electronic equipment, working capital insurance, stock insurance, insurance of rent, lifting machinery insurance, legal expenses insurance, product liability insurance, absenteeism policy and voluntary insurance, which is also a quality label criteria(appendix 8).

Situation at Opnieuw & Co

Currently it was found that Opnieuw & Co does not have all permits in order which nor a works council/business office which can have an influence with the quality label owner because of their criteria to have the permits and works council in order. This gap can also be seen in the gap analysis in appendix 1. The specific permit needed is the environmental permit, which is the WABO(appendix 8) according to the quality label criteria, which has about 15 different permits in one permit. Through the interview with Director, it was asked to explain the incorrect paperwork found in the insurances and permits. It was found that the congregation of the Drechtsteden knows about their situation and because O&C gives a lot to the community they are given a pass on the inaccurate paperwork. Opnieuw & Co has almost all insurances in order but the product liability insurance and voluntary insurance is not yet fixed.

4.3 HOW DOES THE CURRENT MANAGEMENT ENVIRONMENT INFLUENCE QUALITY PROCEDURES AT OPNIEUW & CO?

For the findings of the current management environment, the questions were separated into three subsections and the findings on each question will be given separately below:

1. What is the management culture at Opnieuw & Co?

The current management environment is hierarchical which can be seen in the research findings in Appendix 1 at 7S Framework. Through the interviews which can be found in Appendix 5 it was found that the board committees together with the director of Opnieuw & Co make final decisions on long-term company goals and agree with the multi annual report and annual reports. Beneath the board of committees and the director is the company's head office that is in charge of the financing, quality management, and benchmarking and human resources. Besides the head office there is the back office manager and the store manager. The managers are in charge of managing their department and employees. To help the managers, there are the work floor assistants/supervisors who control all the employees in each department and their tasks. An organizational chart can be found in the Appendix 3.

Through observation and Interviews in appendix 5 it was found that the managers are dealing with tasks not assigned for them, especially the daily issue of employees not knowing which leader to go to, this problem is causing that the managers are falling behind on their own tasks. The confusion between employees not knowing who their manager is and managers not knowing if there are enough employees to work in the store and in the back office daily, is hindering their tasks and also influencing the quality of procedures because the more they have to deal with minor tasks, the less concentration they have on the real issues that have to be addressed. An example from the Gap Analysis is the general store manager and the back office manager who tend to take over the task of the branch leader or supervisor in a department, which gives them extra work. The RATER model (appendix 1) shows clearly that currently the managing environment is positive and has a hard working attitude thus their unfinished tasks are not based on their attitude towards work. The managers were also facing work from HR department because there was not an HR manager hired yet to take over the HR department.

Through observation, (GAP analysis appendix 1, and interview with Mark van Nieuwstraten, appendix 5) the findings show that there is a gap in hiring of top managers. Moreover, the HR manager at Opnieuw & Co was fired before a new HR manager was hired to take his place happening in the period of December, which is a very hard period for every company because it is the closing of the year. For a two month period there wasn't any human resource manager, which caused that employees with special care were not dealt with properly because other managers had to help them, which also made them stay back with their tasks. A HR manager has to interview each employee and at Opnieuw & Co the employees are an estimate of 200. December had passed and a new human resource manager was hired, but later fired after 2 because she lacked expertise. All the interviews and time have to be done again by the third new HR Manager, which is not found yet.

2. What is the best practice with regards to a current model planning and control of quality in a company?

Through secondary literature it was found that the current best practice with regards to planning and control in a company for quality is the TQM and the ISO9000 models. Both are experienced in changes, maintenance and control in processes. The other model that helps to plan quality in a company is the 7S model because it is concentrated in the interconnectedness of its variables which are skills, structure, staff, style, strategy, systems and subordinate goals. The 7S is successful because it concentrates on all variables and if one area changes it is in the models structure that all the other variables will also have to change which is a visual way to see control in a company. The 7S can be best explained in

chapter 2.1.4. The 7Smodel is also highly known for its positive changes in organizational structure and management/employee behavior. Another model that will help with controlling of quality is the Servqual model that shows the gap analysis of all processes in a company. With the Gap analysis the company can easily look at the gaps in their company and also make a planning to fix these problems.

3. Is the current planning/control by management optimal relating to the quality processes at Opnieuw & Co?

The current models that exist for planning and control of the quality procedures at Opnieuw & Co are the handbook of processes but it is outdated. The planning and control in relates to the current issues that are happening in the quality at the company. The management team only controls the employee's work according to how they have learned it from the beginning and trainings and word of mouth. Currently the managers do not have a processes manual to know precisely how to control the new processes that have to be implemented. They also do not have a planning that relates to the current quality processes. The handbook of processes only known by the director and managers do not make use of it or implement the same processes written in the store. The handbook of processes is the only planning and control to check quality at Opnieuw & Co, but it is outdated and it has nobody to update it. According to the quality label criteria there has to be a quality label manager assigned as a position to update the quality label procedures and the handbook regularly (appendix 8).

Through the interviews with Erik v. Bosch, Karim and Mark van Nieuwstraten it was found that they are not aware of the quality at O&C relating to quality label standards nor that there is a quality label BKN to be introduced which can be seen in Appendix 6. The supervisors at of the company are also vaguely informed of a quality label BKN and the personal company goal which makes it hard for them to make quality and the company goal as their top priority.

4. How is the communication between managers at Opnieuw & Co?

Through the TQM Leadership values written in appendix 1 and through interviews with Erik v.d Bosch and Mark van Nieuwstraten, it was found that the communication between managers is done personally and via phone but mostly in the way of meetings. Meetings are held every two weeks including all managers and the director. In these meetings the important subjects of the working floor are discussed, but for some managers the communication still is not enough and is suggested that there is more needed. Through the interviews with the general branch manager store shown in appendix 5, he explains that, especially in the case of employees, the current situation is that a back office employee has to work in the store and there is confusion of how many employees are working in the front store beneath the store manager and how many employees are working in the back office under the back office manager. Thus there is miscommunication between managers. Some managers also feel that their opinions are not taken seriously during meetings. Through observation it is seen that the director does run things the way he likes and has a hard time to understand the changes that managers bring to him.

4.4 WHAT ARE THE COMMON TRAITS OF THE CURRENT EMPLOYEE ENVIRONMENT THAT CAN INFLUENCE THE QUALITY PROCEDURES AT OPNIEUW & CO?

The findings found employee environment were answered with the help of three sub questions which where;

1. Are employees currently being trained to prepare for new tasks at Opnieuw & Co?

What was found through interviews with different employees is that the branch supervisor/leader trains the employees in Opnieuw & Co depending on which department they fall under, it can be a branch supervisor (of R/Dord/B/Zw) or it can be a supervisor of a department in the warehouse.

The supervisors fall under the branch leaders/leader of a department (of R/Dord/Zw/B). The leaders fall directly under the back office manager branch leaders or general store manager, which can be seen in Appendix 3. The back office manager and general store manager make sure that the leader of a warehouse department and a branch manager are doing their work correctly. The branch leader/supervisor of a warehouse department is in charge of controlling, training and scheduling the workdays for the employee.

The interviews and Rater model show that employees are given further training when there are changes in processes such as calamity or how to handle during an assault or burglary in the store. The JD-R model highlights the Job Demands in a company and what influence it has on employee performance. Moreover, it was discovered that employees are happy in their routines because their routines are consistent, which makes them, specialize in their tasks so their Job Demands factor is satisfactory for them. Currently employees are not being trained for the new tasks that will be occurring at Opnieuw & Co for example changes in processes because there hasn't been any changes occurring yet.

2. How are employees rewarded for performance employee performance at Opnieuw & Co?

Through observation findings, it is shown that there is reward recognition for employee performance, which is growth possibilities within the company, an employee can start from being a work floor employee and grow to have more responsibilities in their tasks and also to becoming a branch manager or store manager. With the help of the JD-R Model (appendix 1) it was found that there is much college support and supervisory coaching in employee tasks, which makes employees feel acknowledged and happy with their work environment. Seldom has there been a case that employees experience exhaustion of workload. (Appendix 7, IQ 20 shows the research question)

3. Is the vertical communication between employee and manager optimal to the quality label standard at Opnieuw & Co?

Through interviews which can be seen in appendix 5 it was found that the communication is vague to employees where they have to communicate with managers on incidents such as conflicts or a simple question such as a raise or the planning of a vacation. It is vague because the managers do not really know how certain processes are planned so they also tend to be confused about for example vacation days and conflicts.

Another simple example of vague processes is the job description process; for new employees, it is confusing what precisely their task is especially at the moment when they are not assigned yet to a supervisor and are still at human resources.

Through interviews the employees explain that they tend to go directly to the general store manager or even the director instead of going to their own supervisor of a warehouse department or their branch supervisor. This method will slow down the director, the back office manager and the general store manager from doing their own tasks.

It is the same issue for the branch leader/supervisor; they tend to go directly to the Director instead of going to the back office manager or general store manager.

4.5 WHAT CURRENT COMPANY PROCEDURES AT OPNIEUW & CO HAVE INFLUENCE IN THE IMPLEMENTATION OF THE QUALITY LABEL?

The main findings found on the company procedures are answered with the help of three sub questions that are;

1. What are the current procedures of the primary processes, which are collection, sortation, repair, and sales procedures?

Through research in the internal company data it was found that the current company procedures at Opnieuw & Co have primary processes, which are, collection, sortation, repair and sales procedures of the products. Through observation it was clear that the primary processes are for the most part the responsibility of Branch Supervisors. For the primary process of sales, the General Branch Manager is responsible and The General Branch Manager is responsible for the Branch Supervisors and in the stores. The Branch Supervisors have to make sure that the store is looking presentable to the customers.

2. What are the current procedures of the supporting processes: which are Administration (ICT+ Finance)?

Through the interviews it was found that the secondary processes such as finance and human resources are the responsibility of a Branch supervisor and it's assistant. The process of human resources runs like it is described in the handbook such as the procedure of a new employee to be given the house rules and a form to send back to the administration office. This can also be seen through the illustration of the gap analysis in Appendix 1.

In the financial department documentation it was found that their processes are partly described in the handbook. It is clear that there are a few described processes for example: how the booking procedure is handled of outstanding invoices and invoices sent. Furthermore, the financial department is in charge of the salaries of the personnel and counting of money.

Both primary and secondary processes run smoothly, but in some cases the miscommunication is the reason that the processes run less smoothly.

3. What are the gaps in the procedures of the primary and supporting processes compared to the quality label BKN requirements?

Through the gap analysis in appendix 1 and interviews conducted in appendix 5 the findings show that there are several gaps in the primary and supporting processes that hinder Opnieuw & Co to receive a quality label. Appendix 8 will illustrate in a table, the quality label criteria, the interview questions used that are linked to appendix 7 and if they are compliant or not. The gaps can be seen in the table between the procedures and the quality label criteria can be found in this table. The gaps are where O&Co is not compliant with the quality criteria.

The IQ are referred to the interview questions asked in appendix 7 and (o) is observation. Via the interview questions and observation there were findings found if O&Co is compliant with the criteria or not.

Table 4. Quality criteria compliancy

Quality Criteria		Research	Compliant
Guidelines membership			
1.	Membership guidelines have to be written in the bylaws. Company has to confirm and demonstrate this	(o)	No
2.	Company has to be connected to a collective labor agreement (CAO)	IQ23, (0)	Yes
3.	Company has to be Registered in Chamber of commerce	(o)	Yes
4.	Company has to have a written management statement/statutes	Internal data	No
5.	Company has to have a written code of conduct and a description of the house rules	IQ 25, IQ 26	No
6.	Company has to have a written intake of product and sales terms and conditions	IQ46, (o),	No
7.	Given tips of sales terms and conditions to communicate with important parties	Internal data	No
8.	Company has to be accredited as a training company/work company	(o)	Yes
9.	Permits have to be in order specifically environmental permit (Wabo)	IQ45	No
10.	Insurances have to be in order Motor insurance, Director liability insurance, insurance to cover operating costs, accident insurance, liability insurance, asset insurance, environmental insurance, tenant's insurance, insurance on electronic equipment, working capital insurance, stock insurance, insurance of rent, lifting machinery insurance, legal expenses insurance, product liability insurance, absenteeism policy and voluntary insurance	IQ45, (o)	No
11.	Benchmark once a year	IQ35	Yes
12.	Formally established authorization regulation (mandateringsregeling)	IQ51	No
Company Policy			
13.	The company mission, vision, objectives, risks and strategy have to be formulated.	(o) internal data company	No
14.	Company has to have an organizational chart: also with job descriptions	IQ1,IQ2,IQ3 (o),IQ5, IQ16,IQ17,I Q53	No
15.	Forms of consultation need to have the chairman and participants specified, the goal, frequency of consultation, secretary and the responsible one to monitor the action points.	IQ4, (o),IQ5, IQ53	No
16.	Monitoring results: it is required to establish the management report every six months with the described achievements of the objectives, the risks and the management that are present.	IQ31, IQ32, IQ34,	Yes
17.	Accountability of the policy: it is required to deliver a year report with the minimum of financial, social, security, safety, environment and quality. The yearly report has to be established by the persons authorized.	IQ31, IQ33	Yes
Work processes			
18.	Building process has to be described have the minimum of three sorts of processes which are the Primary processes, Supporting processes and management processes	IQ5,IQ7 ,IQ37	No

19.	Process Agreements: - 3 sorts of processes, have to be divided in sub processes - Each sub process has to be divided in process owner, process objective and input/output -Activities have to be written with a verb and noun -each activity has to state role of the functionary and have to refer correctly for clearness. - The officials names are based on the Job evaluation system (Fuwa)	IQ1, IQ2, IQ3, IQ5, IQ17	No
20.	Primary Processes: the minimum of following sub processes have to be described on: intake, sorting, repair and sales	IQ7, IQ14, IQ15, IQ19, IQ37, IQ38, IQ40	No
21.	Supporting processes: have to have sub processes described and with the required documentation: -Financial department sub processes: administration, accounts payables, accounts receivables, payment transaction Documentation: accessible and up-to-date records, contract agreements, separating bookkeeping and bank payments	IQ7, IQ36	No
22.	- HRM sub processes: inflow and outflow of employees has to be described Documentation: Standard layout personnel files, actual personnel files, yearly performance appraisals	IQ7, IQ21, IQ 22, IQ24, IQ27, IQ28, IQ29, IQ30, (o)	No
23.	ICT: described ICT management Documentation: safety and management plan	(o)	Yes
24.	-Quality sub processes: complaints, correcting and prevention measures, internal auditing, annual quality assessment Documentation: complaints procedure, complaints register, auditing reports, management reports	IQ38, IQ41, IQ42,	No
25.	-Arbo sub processes: Risk assessment and evaluation, absenteeism Documentation: emergency plan, emergency response plan, Risk assessment reports	IQ18, IQ29, IQ39, IQ43, IQ44	No
26.	-Environment measures Documentation: sustainability plan	(0)	No
Management of label			
27.	-Annual work plan has to be prepared by the quality label manager	(o)	No
28.	-Quality label processes have to have a quality label manager	IQ47, IQ48	No
29.	Procedures: -maintenance (digital and on paper version of the processes) -improvement management (complaints and suggestions have to be tracked in a database which is the task of the quality label manager and when needed communicated with the quality label holders) -annually the documents will be sent via an intranet site to the BKN	IQ7, IQ8, (o) IQ9, IQ47	No
30.	External audit should be conducted	(o)	No

The intern, which is me, has fixed most processes in the company while interning at the company. The processes are updated to the quality label criteria which includes the process agreement and example of a fix process can be found in appendix 10.

4.6 CHAPTER SUMMARY

The findings were highlighted, from the theoretical concepts used in chapter 2. The concepts were analyzed with the company to receive findings on the research questions. The main findings found will be summarized in the following points:

- The quality label criteria's are found and are highlighted in appendix 8. The quality label BKN has a total of 30 quality criteria's that Opnieuw & Co has to oblige to and seeing in the findings that not all criteria's are met.
- Furthermore, through external research on National government policies, it was found that the National government has an influence on implementation of a quality label when it comes to insurances and permits that have to be in order. Moreover, by researching government legislations on quality labels for companies it was found the National Government requires that a company applies to the same permits and legislation than any other company, such as the environmental permit. Moreover, Through observation and looking at the internal company files and with the help of the gap analysis it was found that Opnieuw & Co company is missing certain permits and insurances which can be seen in chapter 4.5.3 table quality criteria 9 and 10.
- The national government has extra criteria's if companies want to be on their website and considered trustworthy, it is not obligated to do so. It has an accreditation method to name a quality label a "good quality label" thus making the value of certain quality labels less than others and will also control a quality label if it does not apply to the measurements, which is something that Opnieuw & Co has to take into account when implementing their quality label that the name value of the quality label BKN is not measured by the government only if the quality label owner applies for it.
- The second research question findings found through interviews and observations and models were that the current management environment is untrusting towards their employees, meaning that the superior staff such as managers or director tend to do tasks of the supervisors.
- Through observation it was seen that Opnieuw & Co is also facing problems with hiring of employees, especially in top positions such as Human Resource management which can be seen in the findings of management in chapter 4.2
- Through the interviews, meeting observations and looking at the internal company data of the current processes in Opnieuw & Co it was found that the only planning and control on the current procedures is the handbook of processes which is outdated, which is a requirement of the BKN-quality label and also a Gap for Opnieuw & Co to receive a quality label.
- Through observation and with the help of interviews it can be seen that the current employee situation and environment at Opnieuw & Co is well coordinated on paper but is lesser in practice meaning that the employees do not know who their main leader is or who to go to for questioning or problems during work hours for example; employees tend to go faster at the director than to the human resource manager. But the working environment is pleasant and the employees are satisfied.
- The findings found on work performance with employees are positive. Through observation it is seen that employees tend to do as they are told and are happy with their tasks even if there is confusions in the way. Furthermore, it was observed that

was that employees get benefits from working at Opnieuw & Co and do get reward recognition for their working efforts; an example is a raise in their loan or higher positioning in the company.

- The fourth research question was how the current procedures are at Opnieuw & Co, by analyzing with the Gap analysis and the quality label criteria's and through in depth interviews with employees, the findings show that the Opnieuw & Co procedures are partly described or missing which can be seen in the table of 4.5.3, which is a quality label requirement that is not met and that the procedures are not at the quality label standards the gaps are shown in Appendix 1.

The following chapter will deal with both conclusions and recommendations. The Conclusion and Recommendations are given based on the entire research and in relationship with the Ishikawa diagram. The first paragraphs will discuss the conclusions based on the entire research. The following paragraphs are devoted to the conclusions based on the Ishikawa diagram. The remaining paragraph will be dedicated to the recommendations to JSN Services.

5. CONCLUSION

5.0 INTRODUCTION

In paragraphs of 5.1 the Conclusions will be given on the research on developing an implementation plan to insure certification of the quality label-Branche Vereniging Kringloopbedrijven Nederland (BKN) - at Opnieuw & Co. The conclusions and Recommendations will be described in separate paragraphs.

In chapter 5.1, the conclusion based on the research undertaken will be discussed.

5.1 CONCLUSION BASED ON THE ENTIRE RESEARCH (ISHIKAWA DIAGRAM)

The following Chapter 5.1. Will show the conclusion of the research, per research theme based on the Ishikawa diagram. The research themes where management, Quality label Criteria, National Government, Employee, Management and Company procedures.

1. **Quality label criteria's and National Government's influence on the implementation of quality labels by companies such as Opnieuw & Co.**
 - **Criteria's of the quality label.**

The BKN quality label criteria's have influence in the quality label implementation because the quality label owner has to authorize Opnieuw & Co for the certification, which is why Opnieuw & Co has to comply with all the criteria's that they have put. A summary of the quality label framework can be found in appendix 9
 - **Policies that might impact the establishment of quality labels**

the policies that might impact the establishment are found in the website of the government and are the exact criteria's of the quality label which can be found in appendix 8, Criteria 2, 3, 9, and 10). If Opnieuw & Co complies with the policies it can receive its quality label.
 - **Legislation and permits influence when implementing quality label**

The legislation's and permits have influence because they have to be in order in order for the quality label to be official. Opnieuw & Co at the moment has not yet completed the Arbo checklist, nor the environmental permit (Wabo) seen in appendix 8, C25 and C9, which means that their legislation and permits are not at the quality label standards. O&C also has to oblige to the insurances (Appendix 6, appendix 8, C10) for it to be considered socially responsible and to implement and stay at the quality level of the quality label BKN.
2. **Management influence on quality procedures at Opnieuw & Co**
 - **Management culture**

The culture at O& C is positive; employees and management are hardworking and eager to help. Furthermore, this productive environment has a positive effect on the quality label implementation. The management team is happy with their current situation and do not find a quality label highly necessary but will not disregard it if there are changes made in the company.
 - **Best practice with regards to Planning & Control in a company**

The best practice with regards to planning & control are the models observed in this research which are the TQM, ISO9000 the 7Smodel, and the Servqual model.
 - **Current planning/control by management at Opnieuw & Co**

Handbook of processes is the current planning/control on quality that Opnieuw & Co

has and it is outdated and there is no manager assigned for the task of the changes that will be occurring. The management team is not aware of the quality level at O&C and is fine with how things are and do not have and urge to change things. The management team is also not aware of the company goal, only the Director could give a concrete answer to the company goal which has an effect on planning and controlling of quality especially if the company goal to optimize quality is not known. According to the JD-R Model positive changes with employees can occur when shareholder and employees have sufficient information on the company goal, but O&C is a missing documentation such as management statements and clear company goals and house rules. Moreover, currently there is little information shared to employees on the BKN Quality label and why it wants to be implemented, which can have an effect during the implementation of the BKN Quality Label. T

- **Communication managers**

The communication between the managers is not optimal; there is a lack of communication in the daily activities for employee placements due to the managers themselves, due to lack of understanding in situations and not taking opinions seriously, which has the effect of slowing the process of implementing a quality label. Some managers are not taken seriously because it might be that the director has a preference in the way things are run in the company and wants to do a lot of the work himself. Due to the employee's placement issue, it is unclear for O&Co to know if they are saving effectively on employee productivity or not.

3. ***Common traits of the current employee environment that can influence quality procedures at Opnieuw & Co***

- **Employee training at O&C**

Currently the training given are for when there are changes in processes such as calamity and how to handle during burglaries in the store, but there aren't any training on the implementation of the quality label procedures, which is needed for employee adaptation to the new processes but no training has been assigned yet to employees on the topics of quality label and on what influences it will have on the employees' work ethics.

- **Reward for performance at O&C**

Through the research it can be seen that employees are satisfied at their work, which can make it easy to train employees and to make them adapt to change. Furthermore, employees can have growth opportunities in the company such as from being a regular employee to becoming an assistant to the branch supervisors or even becoming supervisors themselves.

- **Vertical communication between employee and manager optimal at O&C**

The vagueness at O&C on employee supervision can cause a time delay on certain processes. The reason is because employees tend to be confused towards their supervisor or leader, the employees tend to go to the branch managers instead of their own supervisors. The reason is that supervisors also might not know the answers to what the employee is asking such as vacation days or calling in sick. Which is a procedure that the supervisor should know how to do so that employees can turn to them instead of bothering the director or other managers.

4. ***Current Company Procedures and influence in the implementation of quality label at Opnieuw & Co***

- **Current procedures of the primary processes at O&C**

Through observation and with the help of the GAP analysis in Appendix 1 it was found that the current primary procedures are not at quality level requirements. The primary procedures are not at the quality level, a simple example is the situation of the handbook of processes, which does not have a manager to update or control the processes. Internally there are also problems with the primary processes, which will be shown in the table below.

- **Current procedures of secondary processes**

The processes at O&C were observed and it can be concluded that there are gaps in the procedures and that they are not at the BKN quality standards. Examples are procedures in the store, textile department and human resource department and hiring procedures. All are insufficient information and not at the quality label standards which can be found in Table A. Through internal company research it was found that the secondary processes such as finance and human resource management are also described, but are outdated. In practice, the processes run smoothly, but in some cases there are bottlenecks. For example, the hiring process of top management and missing paperwork of employee documents and missing insurance papers. The gaps in both primary and secondary processes are shown in Table 2.

The finance processes are not described at all, which could be seen in the GAP analysis in Appendix 1. Furthermore, there is a clear GAP in the descriptions of the processes and procedures. Through observation it was found that the financial department is in charge of the salaries, the personnel files and the cashier money counting. Thus, O&C has secondary processes that cannot be properly controlled.

All processes described are not being used because it is not known by the employees or management that there is a certain procedure to follow; the procedures are done based on experience and repetitiveness.

Mainly the supply chain has gaps, the administration safety control, missing employee files and no sign of passed insurances. The control on procedures is non-existent and there is no manager assigned for this position. Appendix 8.

In the Appendix 1 gap analysis the main gaps will be illustrated and it can be concluded that Opnieuw & Co has outdated primary and secondary processes. For an extended version of Opnieuw & Co processes compared to the quality label criteria, please go to Appendix 8 which explains the quality label criteria, if O & Co. is compliant.

The following chapter will 6.0 will bear the Recommendations made from the conclusions in the research thesis. The Recommendations will highlight what has to be done by Opnieuw & Co to receive their quality label and there will be recommendations given per research theme.

6. RECOMMENDATION

6.0 INTRODUCTION

In the following paragraphs of 6.1 until 6.1.1 the Recommendations will be given on the research on developing an implementation plan to insure certification of the quality label-Branche Vereniging Kringloopbedrijven Nederland (BKN) - at Opnieuw & Co.

Chapter 6.1 will be based on the Recommendations on the entire research and chapter 6.1.1 will be Recommendations based per research theme on the Ishikawa Diagram. Furthermore, chapter 6.2 will elaborate the estimate costs of the recommendations made and 6.3 will be show the summary of the Recommendations of both entire research and per research theme.

6.1 RECOMMENDATIONS BASED ON ENTIRE RESEARCH

The recommendations per research theme are shown in this chapter. This chapter will discuss what has to be done in the implementation plan for Opnieuw & Co to receive its quality label-BKN based on the conclusions made on the entire research.

Quality label criteria and National Government influences on the implementation of quality labels by companies such as O&C

1. BKN Quality label criteria (extra recommendation, these are not needed for implementation plan but will serve for the value of quality label and opportunities for the companies in the association BKN)

- The BKN requirement is for BKN-members to become qualified as auditors and to audit each other's retail companies. Moreover, O&C and other members have already become qualified to audit. Considering the O&C personal goal to be eligible for awards such as the MVO award (stated in chapter 1.1.3) as the company goal award it is advised to consider involving qualified inspectors of an independent organization and unannounced inspection because it can higher the possibility of being considered; good quality label in National Government level.
- For the quality label owner to be listed in Consuwijzer and Milieu Central (environmental center) of the national Government which will bring more customers and companies to them because they will directly be rated and will receive an extra audit from the government and customers do not have to independently search if BKN quality label is a good quality label or not. They will also get the possibility to receive more possibility of subsidies from the government.
- The internal and external auditor can have effective communication for the benefit of the company

2. *Legislation and permits have influence on how companies such as Opnieuw & Co relate to the quality label*

- All legislation and permits that O & C needs are written in the BKN requirements in Appendix 6. O&C will have to ask for the WABO, which is the bundle of environmental permits. Nevertheless, according to government requirements, a company has to oblige to similar permits and WABO will be sufficient, Arbo checklist and works council.
- O&C should oblige to the Arbo checklist
- O&C is advised to go via the connection that BKN has already established with the Rabobank for professional advisors on closing of insurances, which can be found in Appendix 6.

Management influence on quality procedures at Opnieuw & Co

1. *Management Culture*

- Consequently, it is advised for O&C for managers to gain trust in the assistants by for example; to train the assistants to do the tasks assigned for their position and trust in them to do it correctly, in this way the managers and assistants can work more productively.
- The management team are not aware of the quality at O&C and do not have it as their priority. Thus a recommendation is as explained in the recommendation of the entire research, to make managers aware of the company goal and to balance this with their own goals.

Management planning and controlling the changes of quality procedures at O& C

Research shows that the shareholders, managers and employees have to be well-informed for the company goals and quality label changes to run smoothly. Moreover, Opnieuw & Co has not planned when to start implementing changes in the company or how and when they will be informing their employees about the company goals. An idea to guide the employees of O&C is the following;

- Firstly, it is advised for the management team to make a planning for:
 - Scheduling meetings to work on the quality label planning
 - Specifically including deadlines for each subject in the planning. The reason is to not extend the planning and to prevent last minute rush for the quality label BKN.
 - To schedule in the dates that the management team will have to brainstorm to work on the implementation of the quality label.
 - To work on the presentation (Appendix 4) and to assign a presenter and the employees to highlight employees of company goal and changes that will be occurring.
- Secondly, to make the management team organizes trainings for employees and management team to start adapting to the changes.

2. *Communication managers*

- The poor management communication can be balanced with weekly management meetings to address the topics that are not going as planned and to make proper solutions and direct implementations, in this way the miscommunication can be limited and the process of implementation can be limited.
- The employee amount's needed daily is unstructured meaning that there are too many employees or too little. Moreover, the unstructured employee placement has a negative effect on the companies' productivity because if there are fewer employees

there will be less productivity that day. Thus, a viable solution is to make weekly schedules beforehand to have a schedule in which all employees already have their position in the store or warehouse for that day, and if there are employees calling in sick it is easy to switch an employee to another position or call another employee for replacement.

- An advice to help the vertical communication is to have the supervisors take the responsibility and tell the employees to report to them instead of the General branch manager or Manager back office and the Managers have to do the same. In this way it will stop employees from getting confused and help them to do their own task, the work floor can work more fluently and managers can start being on schedule with their workloads instead of being behind schedule.
- The procedure of calling in sick is an issue at Opnieuw & Co between employee and managers, it would be recommended to tell the employees what the procedure is and have it printed out and put in the canteen where every employee can see.
- The procedure of hiring new managers also has to be looked into and using an employment agency which is further explained in table 5. Under the human resource department recommendation.

Training of employees

- Firstly, positive changes will occur when all parties involved have sufficient knowledge of the company goal and have a clear vision of what each party should do to contribute to the company goal. Moreover, it is best to start the trainings after the employees and management have had the company goal presentation in this way they are oriented with the company goals and changes and will understand why they are receiving training.
- Secondly, all employees and supervisors should receive training a person on top of their position, which can be a manager or a supervisor in O & C. Also by giving the training the employee's work ethics will remain constant and the changes will occur smoothly and accepted throughout the company.

Company procedures Processes at Opnieuw & Co

The processes at Opnieuw & Co are an important factor in the BKN requirements and for auditing purposes, which is why it is recommended make it a priority.

- Firstly, it is advised for the supervisors and the managers at O&C to study the BKN-requirements and help with suggestions to adjust and change the handbook of procedures. The handbook of procedures would also have to be updated to be at BKN quality standards.
- Secondly, according to BKN requirements in Appendix 6 the procedures have to be controlled regularly and updated, which is why O & C will have to access a manager to be in charge of the handbook of procedures and procedures. Having a control manager will raise their quality to the BKN standard expected as well.
- Thirdly, the handbook has to be updated with flowcharts and the new procedures as a guideline for new employees and for current employees that have forgotten their procedure. The handbook of procedures can also be used as a guideline in each-department, and handed as a stationery in each department with their specified procedures. In this way the procedures will be at the quality label level at all times.
- The quality label criteria sets criteria's of the management in of the label that can be seen in appendix 6 and appendix 8 a recommendation for Opnieuw & Co is to assign a quality label manager to be responsible for the quality label process and to make the annual work plan. The quality label manager also will have to be in charge of the

maintenance, improvement management and the annual documents that have to be sent of the procedures to the BKN.

The recommendations of the company procedures are illustrated in table 5.
Table. 5

Per department	Recommendation	Explanation
Logistics	To have clear and described intake conditions for what is, and what is not allowed collecting.	The intake conditions have to be explained because it is necessary for the quality label requirements and is easier for customer and for the workers
Sorting and pricing of goods	Making a clear price list for goods when having to price furniture and other equipment.	It is professional to have an estimate price for each product coming into O&C, which is clear for stakeholder and auditor of the quality label to control product pricing
Repair	A specific form has to be filled in by the employee with the name of repaired product, OK sticker and the employee's number	With a repair form it is clear to track down an order and the employee involved can be addressed if there are complications during this procedure, which makes the control in this area leveled.
	Information cards have to be made for TV and PC equipment	For customers it is pleasant to know what product they are buying and what it is compatible with. It can also help the employee to sort parts of the same type of PC or TV.
All Departments	Described guidelines for new employees in all departments	The guideline will be used by each employee and by branch managers to correct employees when it is incorrect. It will be useful when auditors can have a clear overview of all procedures and see that it is being used in practice.
All Branch Stores	A described procedure of opening and closing the store.	The opening and closing of store has to have a described procedure and has to be used in practice for safety reasons and for auditing purposes.
	A procedure for discount cards for Foundation Leergeld	This is an institution that has an agreement with Opnieuw & Co, which is why it has to be described for auditing and for employee as a guideline.
	Make use of one single type of counting forms and logs	It can hinder the chance of not being done correctly and can be used for auditing purposes.

	<p>Introduce complaints procedure</p> <p>Introduce warranty procedure</p> <p>Introduce "what not to do in case of fire"</p> <p>Emergency list of phone numbers</p> <p>Employee rules and regulations</p> <p>Opnieuw & Co mission statement</p>	<p>The quality label has of importance all procedures, which is why complaints have to be written and described and done in practice and have to be able to control when auditing.</p> <p>The warranty procedure is suggested because it will go exactly as is written and can be controlled.</p> <p>The fire emergency introduction and the emergency list of phone numbers are essential when dealing with difficult situations and are a requirement of the BKN</p> <p>Employees will be aware of the rules and regulations at O & C daily and will act accordingly.</p> <p>With a clear mission statement the management and employees can work together to reach the mission statement and it will be clear to BKN also that the company is leaning towards a goal.</p>
Financial Administration	Control of finances	A control of procedures in the financial administration department is a recommendation to be changed for safety reasons and protection of fraud or theft of the financial department employees which is in Appendix 6 of the BKN quality label (based on Appendix 7 IQ32,33,34,35,36)
	<p>Pick slips have to be delivered daily to the administration office</p> <p>The Financial Administration will give out gift voucher.</p>	<p>In this way, the pick-slips can be inserted daily in the computer which will keep administration up-to-date.</p> <p>The FA will give out the gift voucher for safety purposes and fraud prevention and up-to-date administration.</p>
Human Resources	New employees have to sign when they receive a file with the standard forms and have to receive tour of the company	If the employee signs the form, it is controlled that he/she has read the agreement and that he knows what Opnieuw & Co.'s values are.
	Inform all employees about the procedure of calling in sick and registering to come back verbally and printed in each canteen.	This procedure and the printed form will make the branch managers and branch supervisors able to start their tasks on time and it is professional.
	A permission letter has to be signed by the general branch manager, only then can the employee receive the request of permission for vacation or off day.	This will prevent employees not showing up for work and schedules made can be reliable and branch managers can do their tasks instead of the daily issues of who has or hasn't shown up for work.
	All departments receive the same	Will be professional and one decision for the best way to schedule employees and schedule product flow.

	format to schedule weekly monthly daily.	
Introduce the hiring process	An advisement for O&C to prevent staying behind the schedule and to have a proper candidate is to choose a candidate from an employment agency.	
Make use of LinkedIn	The company will be findable for potential prospects and LinkedIn website shows the company the potential prospects that they might want for the company.	
Via own website	The Opnieuw & Co website can place open vacancies on their website to be more visible to prospects who want to work for them.	
Hire interns to implement quality label	Hiring interns is a good idea for the company to consider when helping to implement the quality label because: <ul style="list-style-type: none"> ○ Save money instead of hiring a professional consultant such as Deloitte whom charge 188 per hour in comparison with an intern, which is approximately 100 euros a month ○ interns are upcoming professionals and are enthusiastic and their creativity will come up with great ideas for the company ○ interns are used to projects and teamwork ○ Make new blogs or LinkedIn or manage social media websites for the company. 	
Government Requirements	The paperwork and filing is not in order which includes the requirements and permits that are needed, employee files and receipts	Due to the regulation of BKN quality label it is essential that all paperwork is in order.
	Introduction use of handbook and how to implement changes in the handbook	Basic information can be sufficient such as the manager of the handbook and who is responsible to send suggestions to. For example, if an assistant has an idea on a certain procedure, he can send it to the manager in charge, the manager will read it and consult with the director and then it can start to change the procedure.

Table 5 shows the recommendations for the processes. For a clear view of all the recommendations of the processes please refer to the gap analysis in appendix 1.

Appendix 1 gap analysis shows the recommendations given to the company before rewriting the processes and fixing the problems.

For a clear view of all the recommendations and to see which processes are already fixed to the quality label criteria please look at appendix 8. Appendix 8 has a column tab, which adds if the procedures are fixed, or not. The fixed procedures are processes, which were outdated and are now updated by the interns, which is me and another intern. The criteria's that are not fixed have recommended suggestions for Opnieuw & Co in appendix 8.

6.2 COSTS OF ALL RECOMMENDATIONS

Wabo, Environmental law (Appendix 6, point 3.1.8)	
for construction costs under €200.000 it will be 2.6%.....	=€114, - p/time
<i>The Wabo permit will increase in costs, differing by the yearly construction costs that the company might need, starting at the minimum of 114 euros up to</i>	
Insurances needed (Appendix 6, point 3.1.9)	= €20.000, -p/time
<i>Insurances depend on the estimated employees, year turnover and profit margin which is why the insurances can differ depending on which package is chosen</i>	
To license a quality label (included in the yearly BKN fee).....	= €0,-
Work with employment agency occasionally (23% of yearly salary)	= *€ 8928, - p/y
Make use of consulting services for auditing	= * €0, - p/y
Make internal changes in company.....	= €0,-
Training employees.....	= €0,-

*€3.238 p/month is average human resource managers salary.

Which is €38.856, - a year and 23% of yearly salary is €8.936, 88, which is €744 of monthly salary.

* The consulting service of choice will have to make a pricing offer. The cost of external auditing service depends on the company chosen and the type of company that it is.

6.3 CHAPTER SUMMARY RECOMMENDATIONS

This chapter shows a clear overview of the recommendations. Moreover, there are minor and major changes that Opnieuw & Co has to face and change in their organization to make it liable for having a quality label-BKN.

One major issue that Opnieuw & Co has to deal with is to correct their permits and insurances which can be done with the help of the BKN requirements and their connections with Rabobank to close contracts and experts to help them more information can be found in the BKN-requirements. Moreover, the management has little trust in their assistants, which has to be regained by letting assistants do their job and receive extra training if they are not comfortable with their own situation. A recommendation for a good flow of understanding is to go step by step with the orientation starting with a presentation on the new changes and company goals, and then training can begin. Thus, the management and employees will have the quality label as their main focus and will achieve this goal.

Apart from the management communication and company goals, the hiring process of top management is recommended to hire an employment agency firstly to fill in the gap of the top manager in a shorter time and secondly to be sure that they have found a proper candidate for the position.

Another issue that Opnieuw & Co is facing is listing their priorities and organizing a proper schedule for a daily workflow, which is why it is recommended for them to start having weekly meetings and scheduling beforehand.

Also, when looking at the processes, much has to be changed to be at BKN quality standards and there has to be a manager assigned to control and update the new procedures. All company processes changes are highlighted in table 5.

Chapter 6 has discussed the recommendations for Opnieuw & Co and Chapter 7 will elaborate on the implementation plan for Opnieuw & Co.

7. IMPLEMENTATION PLAN

The implementation plan is written for the purpose of showing the company in detail what they should do in an intelligent, analytical, comprehensive, structured and with clear approach. In this way the company will understand how to start implementing the changes to quality label standards. The implementation plan will be illustrated in Table 6. The implementation plan has three different sections which are the short-term goals, the medium term goals and the long-term goals. The short-term goals are the goals that will need 0-6 months duration to accomplish, the medium term goals will need 6-12 months to accomplish and long-term goals will need 12 to more months to accomplish.

START

In the start of the implementation plan it is important to look at the current situation such as the primary and secondary processes because it is essential to see how the actual quality label requirement wants the processes to be, the requirements can be read in Appendix 6 and 9. In the START, the company has to make sure to explain what is truly important for the implementation plan and give an estimate of the organizational cost of continuing with the current situation. At the START point the communication has to be optimal between director, manager and supervisors. If all steps are followed properly the current situation can be changed (Peter Noordam, 2012). It is also important for Opnieuw & Co to set up short medium and long-term goals to address the quality at O&C, which is illustrated in the table below;

Table 6. Implementation plan

Activity	Short-Term 0-6months	Medium-Term 6-12months	Long-Term 12> months
Clear objectives	Objectives have to be set		
Set Up presentations	Employees, supervisors and managers will have to attend slideshow presentation with highlight of the importance of quality label BKN at Opnieuw & Co.	Set Up a follow-up presentation on the Quality Label BKN and the progress that has been achieved and stating the importance of the quality label BKN at Opnieuw & Co	
Asking for permits and insurances	Ask the government and insurance company or via Private bank such as Rabobank	Followed up and to be received in 6-12 months if not has to be looked into and to ask again.	

Employee adaptation to change	*Advised to follow up with meetings. *Making employees feel like they are part of the change *Be consequent with rewards and warnings	Has to be controlled by looking at employee behavior and followed up with meetings consequent with reward and warnings	Has to be controlled with internal auditing
Change in procedures	Has to be changed with the handbook and flowcharts and there has to be a manager assigned to control the handbook	Has to be controlled with supervisor and management check up	Has to be controlled with internal auditing
Raising communication between Leaders and employees	Set up schedule for Meetings that will be to discuss the issues and come up with solutions	Attend meetings with leaders and employees	Have a yearly review of the meetings and communicate what can be done to keep the communication
Faster Job Hire process for top management	Work together with a job agency to find a right match for top management		
Ask for certification of the BKN quality label		Ask for BKN quality label and for auditing to commence if all requirements are met and government permits	

Transition

In the transition step of the implementation plan will focus on the change strategy to be able to be eligible for the BKN quality label.

Implementation of change

Step 1

To plan the meetings that will be held, which will be done per department. To decrease confusion the meetings per department will be different and will be adapted to the department. The structure of the department meetings will be as follows:

1. Logistics Department
2. Textile Department
3. Glassware and Books Department
4. Repair and Electronics Department
5. Thrift store
6. Administration Office
7. Human Resources Department

to prepare for the meetings the presentation has to be printed out and given to each employee. The reason is for them to reread it and to know what will be changed in their department. A list will have to be present for each employee to sign that they have participated in the meeting and that they have received the printed version of the presentation. There will also have to be a draft present of the changes that will occur per department.

Step 2

The second step is the step where the presentation will be held. During the presentation the employees will be informed about the changes that will occur and what the company goal is. The employees are allowed to ask questions after the meeting. It is essential to ask the employees beforehand to respect this policy. All employees can view the draft of changes made per department and they are allowed to ask questions and if there are nay-sayers the ideas will be discussed and there will be a solution made to a possible change. The employees have to leave the presentation with the thought that the changes that will occur will be best for them and for the company to receive the quality label.

Step 3

Step 3 will occur on the work floor. Each process will be looked to see if it is going effectively and efficiently. Moreover, each process will be observed and the employees will be interviewed on how they are experiencing their work. If the changes are not completely implemented there will be adjustments made in the handbook or the process will be rewritten.

During steps

During these steps it is essential that the overall communication in the company is top. All employees have to know which changes will be coming. Some presentations may have to be explained slowly, depending on which employee it is and other presentations can be explained in a normal matter. The Director, Manager and supervisors have to remind the workers why the changes are occurring and that they are important for them and the

company.

Through the steps there will be different methods that will be used to help employees adapt and understand the changes and implement them. The different help methods are: 1. The PowerPoint presentation, 2. the draft of the changes 3, Interviews 4. Success stories

According to Peter Noordam (2012), there are different tactics to use that can help with the flow of changes in the transition phase, which are

- Focusing on the future and not the past
- Keep stating the need for change
- Give room for questions and concerns
- Reward and acknowledge employees that support the changes and help the others to understand the importance.
- Be clear on each role, task and responsibility
- Train employees to understand their reaction and those of others

After the Changes

Feedback

When all changes are made in Opnieuw & Co it has to be made sure that the changes will stay and not change again. Therefore, it is essential to have feedback meetings and a help desk. In this way it is made sure that the changes are in fact being positively accepted in the company.

Feedback meetings will have to be made with departments and supervisors, director and managers. During the meetings there has to be feedback given to find out if it is going on the right path. Employees can give feedback and the leaders can also give feedback. In this way the department and leaders understand each other and productivity can increase or remain the same.

The help desk is important when employees are not sure of the changes that are occurring and have questions. An example is to work with letters, which the leaders can answer the questions of the employees.

Monitor

After months the changes will be done at Opnieuw & Co but to make sure that they are being followed there can be an audit organized by Opnieuw & Co itself. In this way they know that they are on the right track. The auditing will be taken seriously that it is the same ruling as the actual audit where all steps have to be looked into. If processes are not optimal, then it has to be informed to the leaders and director for a meeting to discuss the situation and come with a possible solution, which is to or change the process in the handbook or control that the process is being followed as stated in the handbook of procedures.

According to Noordam there are tactics to help with monitoring, which is to

- Keep communicating with directors and be committed.
- Focus on the positives of the new situation and confirm that it was worthwhile
- Be consequent in terms of reward and warning giving.

After writing the steps to the implementation plan for Opnieuw & Co it can be concluded that there is work to be done at Opnieuw & Co to be eligible to ask for the quality label and to successfully change the company procedures. Table 7 shows all the activities that have to

be done and in which time it has to be done.

Table 7. Table of activities

Activities	Time	Responsibility
Describe current situation and desired situation	Start of the implementation	Director, General Managers and Supervisors
Interviews for preparing for willingness to change	Start of the implementation	Interns
Set Up Change Strategy	Transition	Interns, Director, General Managers and Supervisors
Preparing presentation	Transition and Step 1	Interns
Make presentation and draft processes	Transition and Step 1	Interns
Give slideshow presentation	Transition and Step 2	Interns
Applying changes in practice	Transition and Step 3	Interns
Observing the processes	Transition and Step 3	Interns
Feedback of changes	After changes occur	Interns and Director, Managers, Supervisors
Create Helpdesk for employees	After changes occur	Director, Managers, Supervisors
Keep Audit monitoring to change	After changes occur	Director, Managers, Supervisors

The following chapter will discuss the researcher's reflection of the thesis and BBA eligibility

8. REFLECTION

The reflection will discuss the generic and professional competencies, lessons learned throughout the process, improvement points and eligibility BBA degree.

8.1 REFLECTION ON THE COMPETENCIES (GENERIC + PROFESSIONAL)

My Generic competency such as International business awareness has broadened during this thesis assignment, I have learned on a micro level how the process of sending products to Costa Rica goes and how important it is to have good communication with partners.

The generic competency of Intercultural competence, I have learned how it is to work with a mixed culture of Dutch, Moroccan, Surinam and Turkish. I have learned that people can work well together if there is a right structure, which Opnieuw & Co has strongly. I have also learned the process of working with another country such as Costa Rica, how important it is to have and maintain good relationships with business partners because they are important for the business overall. On the topic of generic management competencies, International vision development, business change management and entrepreneurial management have been practiced during my studies at IBMS for example; several project where I had to challenge my creativity and knowledge in areas to change errors and improve business processes and management. During this thesis assignment I have gained knowledge in entrepreneurial management in subjects such as starting a business, logistics, employee recognition, permits and will power to succeed. My expertise in the functional key areas of professional competencies has also increased during my studies for example; formulating a market entry strategy an implementing a marketing and sales plan for business projects, subjects in school such as supply chain management and logistics, finance and human resource management. In the area of generic competencies, my leadership skills have been tested numerous times during my studies, I have been a project leader and all projects I have learned how to improve these skills for example by scheduling properly and controlling and managing the project for the deadline.

8.2 LESSONS LEARNED THROUGHOUT THE PROCESS

The lessons that I have learned throughout the thesis process are how to write a proper thesis. That it takes a lot of time and dedication to have what you want for example the writing of a good research proposal and a good research question and a good research methodology to match with the research questions. To each time keep rephrasing until it is perfect.

I have also learned to analyze every aspect of a business for example in the case of Opnieuw & Co I have learned the logistics point of view, the practical point of view which are the employees doing all the tasks, on paper such as financial papers and permits and legislations that Opnieuw & Co has to have in order to run the business, I have learned the electronic part of the business such as the databases used and the software used to book payments in the financial department.

I have learned about auditing and have taken a personal auditing course with Opnieuw & Co I have learned how a company will be audited for quality labels and what will be looked at in a company and what will be the questions that will be asked, for example; An auditor will look at the logistics of how the business is run, the security in the company for customer and for employees such as fire safety and secure exits, an auditor will also look at employees dress

code if it is safe for example each employee that is working with dangerous products such as wood, electronic cutters, have to have a safety boot on which was not the case at- Opnieuw & Co and they can be declined the quality label for this minor reason. While auditing, an employee can be asked about their tasks and to show evidence on how the task is done such as papers or just showing the auditor.

I have also learned to have patience when projects do not turn out as they have to for example; if there is a meeting scheduled, that managers seem to cancel a lot of the meetings. Which can be the case in any business environment and a person has to be flexible in hectic work environments.

I have learned about the research methodologies that exist in doing a research based on the Saunders book and have studied each thoroughly to choose which methodology is best for such a study.

The Government regulations, permits and legislation needed to start a business what not in my knowledge and I have gained a lot through this research thesis. I now have the experience in how to start up a company, how to run a company and how to control a company in the area of second hand stores.

I have learned to give in depth interviews and what techniques to use to make a person more comfortable in an interview to make them speak more about their topic by for example asking questions such as: "How do you feel about the current situation in the sorting process of your department?" or "how can the current situation improve in your vision?".

I have learned to communicate with different cultures in a working environment and how to solve conflicts in a working environment. For example; there was a conflict between two co-worker and one of the employees came to me for advice, in certain situations it is best to advise them to go the human resource department because that is the department that has expertise in the area.

8.3 IMPROVEMENT POINTS

In business and in the fast world that we are living in, there is always a new invention or a new idea to become sustainable and which is an improvement points to be made and a new topic to learn from. Models such as the JD-R model have constant improvements over the years and people have to keep learning for today's time and today's consumer demands and government regulations. A definite improvement point is thesis writing, this is my first thesis and I did not know what to expect, but it was very educational and it will help me when having to do my master thesis at HBO. Another improvement point is to be more confident in my abilities such as my language skills, especially in the Dutch language, I can speak it fluently but still hesitate on my ability.

8.4 ELIGIBILITY BBA DEGREE

A student is eligible for a BBA degree if they have perfected all the competencies which are generic and professional, which is what I find applies to me. I have shown in my Thesis research that I am capable to undergo a situation and apply the theory learned in IBMS and implementing it in the practices of Opnieuw & Co. I have passed all subject with a clear understanding of how each of these subjects apply to the global international business field that I have chosen as my career path. All BBA competencies I have acquired sufficient knowledge and experience to proudly say that after 4 years of studying business, undergoing large and small projects with students, teachers and business men from all over the world, undergoing meetings, writing essays and reports, contacting wholesalers , retailers , government officials, passing all courses and having a good internship at Deloitte Touche

Tohmatsu limited and now a final thesis in Opnieuw & Co I am eligible for my bachelor in International business and Management studies.

8.5 CHAPTER SUMMARY

In Chapter 6 it is explained how the process is undergone from the thesis project, how it has made an impact for the researcher. What the researcher has learned which where logistics in the area of retail store, auditing, human resource expertise and knowledge of implementing a quality label a Company in Opnieuw & Co. In this chapter it is also explained what generic and professional competencies are expected of a BBA student and how it applies to my own experience and expertise. A BBA degree is applicable for a student that has mastered in all the competencies required. It is shown in the thesis and in the competency experience that I have sufficient experience in the area of generic and professional expertise, which is why I am eligible for a BBA degree.

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APPENDIX 1. RESEARCH FINDINGS ON MODELS USED

TQM AND ISO 9000

The total quality management and ISO 9000 models were analyzed because they are the most known in the fields of quality management for companies. The two were analyzed to see which processes Opnieuw & Co is strong and does not need help with and areas where Opnieuw & Co might need help.

What is mostly emphasized in researches of Total Quality Management are the leadership values, strategic quality planning, benchmarking and stakeholder focus.

The situation in Opnieuw & Co is well when looking at stakeholder focus and benchmarking. Opnieuw & Co has the stakeholders as their main focus to keep them satisfied, for example by giving regular feedback of the company goals and help stakeholders with their part of the agreements for example by giving internships to students of Da Vinci College, a stakeholder at Opnieuw & Co.

Leadership Values in Opnieuw & Co are highly valued, employees do follow their superiors and superiors do help their subordinates. Strategic quality planning is done by the leaders at Opnieuw & Co, where they have meetings to discuss planning and future quality, goals and current and future issues at Opnieuw & Co. Customer focus, employee focus, productivity focus and community focus is.

Opnieuw & Co focuses on their productivity and their employees by constantly looking at improvements for productivity and for their employees such as training and employee involvement in changes within the company, making employees feel a part of a communion. Opnieuw & Co is also customer focused where they look at company image, store image and have a comment box where customers can give feedback on complaints or suggestions. Opnieuw & Co take customer feedback very seriously and gives feedback to the customer for their suggestions or complaints. Opnieuw & Co is not only customer focused but also community focused where they organize special days where they have big sales and help communities that are from the lower class to receive quality products at a very low price. These points were emphasized because the relationship between them has influence on the Opnieuw & Co Company's performance. These points help Opnieuw & Co to keep their competition in line.

What Opnieuw & Co is using from the quality label (keurmerk) - BKN that is similar to the ISO 9000 theoretical model is having a manual, which has to be continuously updated and not directly related to serve customer or employee and mainly focused to please the auditors instead of bettering the business.

SEVQUAL MODEL

RATER MODEL

The rater Model is used to find out how the quality service is at Opnieuw & Co

Reliability: The ability to provide the service you have promised consistently, accurately, and on time

Opnieuw & Co service is to give customers high quality products at a lower price, which is done consistently accurately and on time. Apart from the store services, Opnieuw & Co also has service delivery where the chauffeur picks up clothing from customers or sends bought merchandise such as furniture to customer's homes. There are accurate appointments made to customers on which date and time the chauffeur will pass by which is also done consistently accurately and on time. The systems and processes are currently robust and reliable. The processes will only change if they do not correlate with the quality label requirements.

Assurance: The knowledge, skills and credibility of staff and their ability to use this expertise to inspire trust and confidence.

There are different types of people working at Opnieuw & Co high educated and low educated. All have different tasks to fulfill and have the knowledge, skills and credibility in their fields to perform their jobs. Employees together, help to make Opnieuw & Co successful as it is. The further training that employees might need is when

there are changes made related to the quality label but their current work pace is reliable, workers do as they are told. The Staff inspires trust in customers and customers know that they are benefiting from Opnieuw & Co.'s services, this can be seen because there are a lot of regular customers that keep coming back for the service provided and that they trust.

Tangibleness: The physical evidence of the service you provide such as equipment and personnel

The physical evidence of the service provided are the stores of Opnieuw & Co where customers can walk and look at all the products available to them and also the employees that help the customers to choose their product. Opnieuw & Co also has a Facebook page and a website designed to focus on their customers with regular updates. The website of Opnieuw & Co can be used to place appointments to pick up clothing or furniture and the website is used for suggestions complaints and questions by customers. The managing of the website is done by the back office manager but has to be placed to a specified person in Opnieuw & Co because it is not the manager's task and hinders the manager from performing his own tasks.

Empathy- The relationship between employees and customers

The relationship between employees and customers are very professional. Employees that work in the store have one to one communication with the customer and know how to be polite towards a customer and know how to react in certain situations for example if a customer tries to steal or a rude customer. Employees build good relationships with clients and there are regular customers that come by to Opnieuw & Co. Customer needs are a priority at Opnieuw & Co which is why sometimes prices may vary when negotiating with a client.

Responsiveness- Your ability to provide a quick, high quality service to your customers.

The responsiveness at Opnieuw & Co is very fast, there are products coming in daily, and sorted daily, it takes up to 1 to 2 days for the products from the warehouse to be transferred in the store where products have to constantly be refilled and store redecorated. Complaints and feedback are dealt with appropriately, after a feedback is read, the customer will be contacted. All customer issues are resolved no matter what service channel.

GAP ANALYSIS

Department	Current situation	Future State	Next Actions and Proposals
Logistics	No intake conditions placed for what is allowed and not allowed.	Described intake conditions	Describe intake conditions and update in manual of processes
Sorting and pricing of goods	There aren't any guidelines for pricing of furniture and other equipment	Price list for goods	Write Price list for goods and put price list in manual
Repair	Repaired equipment's receive an OK-Sticker	There has to be a specified form to fill in what equipment has to be repaired including the employee number.	Make a specified form to fill in what equipment has to be repaired including the employee number. Put form in manual as an example

	No information cards	Information cards for TV and PC equipment	Make Information cards for TV and PC equipment and insert in manual
Textile	No described guidelines for new employees in textile department	Described guidelines for new employees in textile department	Describe guidelines for new employees in textile department
Store	Procedure of opening and closing of store is not described. The employees follow verbal instructions	Described new procedure of opening and closing of the store	Describe new procedure of opening and closing of the store and change procedure in manual
	No procedure for discount cards in foundation of "Stichting Leergeld"	A procedure for discount cards for Stichting Leergeld	Make a procedure for discount cards for Stichting Leergeld and change procedure in manual
	The Manual of processes at Opnieuw & Co is not accurate for employees nor customers	Manual of Processes at Opnieuw & Co is described and written for new and current employees and auditors.	Make a manual of processes that is easy to read and for the target group of employees and auditors. Also with someone to update. A Manager of Manual of procedures. This is exactly what we want to prevent (for the processes to not just be paperwork.
	Procedure of Warranty is vague for employees	Introduce new warranty procedure	Make and help to introduce new warranty procedure
	Vague complaints procedure	Introduce new complaints procedure	Make and help introduce new complaints procedure and change procedure in manual
Financial administration	Gift vouchers are brought to the financial administration when they are received	The financial administration will give out the gift voucher	Inform the financial administration that they will give out the gift voucher and change procedure in manual

	Pick slips are sent when employee has enough time	Pick slips have to be delivered daily to the administration office	Inform employee that pick slips have to be delivered daily to the administration office and change procedure in manual
Human resources	New employees receive important forms in loose papers	New employee receives a file with all the forms and a tour of the company	New employee receives a file with all the forms and a tour of the company
	The House Rules are given to the employee	New Employee receives House Rules form and has to put his/her signature.	New Employee receives House Rules form and has to put his/her signature.
	Employees do not know where and what time they have to call in sick or recovered from being sick	Employees know when and what time they can call in sick or register their come back.	Employees know when and what time they can call in sick or register their come back.
	Employees are under the impression that if they fill in the permission letter for an off day or vacation, that they automatically receive it	The permission letter has to be signed by the General branch manager, only then can the employee receive the request of permission letter.	The permission letter has to be signed by the General branch manager, only then can the employee receive the request of permission letter.
	All departments have a different type of schedule format	All departments receive the same planning schedule format	All departments receive the same planning schedule format
Government requirements And Filing	There are missing paperwork and not sure which requirements and permits are needed And there are missing files of the employees and of receipts	All Requirements and Governments permits have to be updated and have to be present at Opnieuw & Co All files have to be present and easily accessible for auditing and control at O&C	Start to search for what the company needs and start to ask for permits Start to look for the files that are missing and planning to look and change them, also to have somebody assigned to be responsible for all files

7S FRAMEWORK

The 7S framework was analyzed and compared with the situation at Opnieuw & Co because the 7S model has a relationship to have an effect on organizational change, which is the relationship between structure, strategy, systems, style, staff and subordinate goals.

Looking at the structure the company is divided and explained in Appendix 3. The structure is hierarchical but an employee can communicate with the top managers without hesitation. The departments communicate together, some more than others for example the sorting department has to communicate with all other departments in the warehouse which are textile, electronic, books, bikes and glassware. The 5 departments of the warehouse are then communicated with the stores where the products are moved to the stores in Dordrecht and in other stores (what was requested for example Barendrecht requests 2 boxes of glassware to be delivered, the boxes will be prepared in Dordrecht and sent to Barendrecht). All decision-making is controlled and all employees know what to do. The lines of communication are good between employees and precisely how they have to sort an order to bring to Dordrecht or to other stores.

The main systems that exist and run in the organization is the financial department, HR department and soon to be business office. The financial department stores all employee data and salary documents as well as bookings, creditors and debtors. The HR department has all information about the rules and regulations and also forms to fill in for employees that are starting or have an illness. The core values of Opnieuw & Co is helping the fight against poverty by giving employment, helping environment and selling good quality products at a low price. These values are very strong in the company and are the base on what the teams are built on.

The management and leadership style is still hierarchical but it is effective in a company that is very structured and where the processes are repeated. Employees are cooperative and find it important to work hard. The staff is explained later in this chapter with the distinction between general managers, branch leaders and employees. Sometimes there are too much work done by the general managers because they tend to take over the work of the branch leaders, which is the same issue for the director, tackling an issue that is actually the tasks of the branch leader.

The skills that are presented in the company are fast delivery of good quality products. Weekly there are about 5000 euros sold on products and products are restocked daily. Another skill that Opnieuw & Co has is its low prices with guarantee and even a change to get repaired for example for electronics or bikes. Similar stores do not have this option. These skills are monitored daily if there are bottlenecks when restocking products.

JD-R MODEL

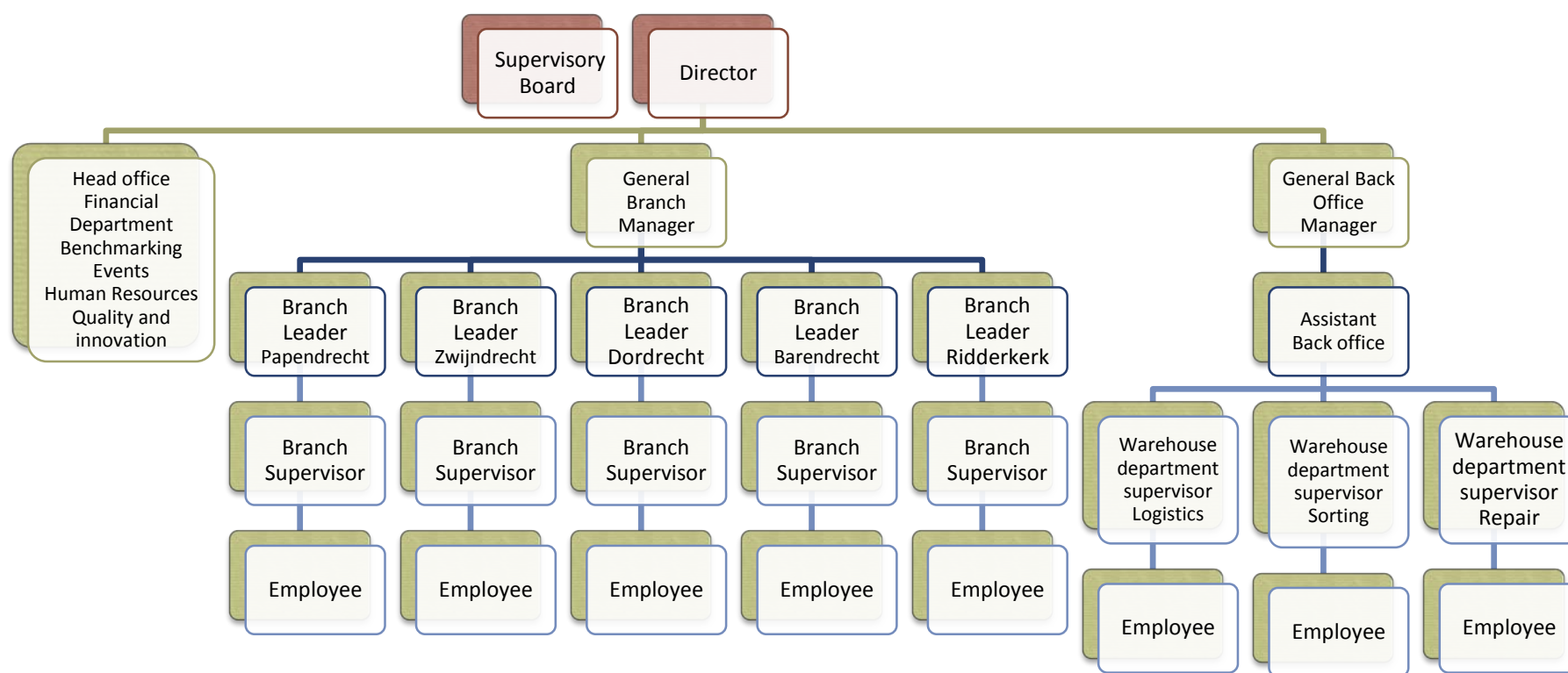
The measurements that JD-R Model uses for accessing work engagement are firstly Job Demands, for the employees Opnieuw & Co the job demands are high and stressful, but everybody is happy with their work. There are not many changes in tasks, which is easy for workers to specialize in their routines. The only problem that hinders the financial and HR department are the computer problems that they face and have to wait for at least 30 minutes before this problem can be fixed.

The Job Resources such as colleague support and supervisory coaching is done at Opnieuw & Co and people do tend to feel equal to others in the company.

There are seldom incidents that people experience exhaustion of the workload. Employees with special abilities can work well in the environment and also other employees.

The employees are dedicated and committed to their work and also feel a satisfaction when they have done their job right. Employee's behavior is always positive and laughing

APPENDIX 3. OPNIEUW & CO ORGANIZATIONAL CHART



APPENDIX 4. SLIDE SHOW PRESENTATION FOR EMPLOYEES (IN DUTCH)

Opnieuw & Co

SAMEN STAAN WE STERK OP WEG NAAR HET KEURMERK



FRANCESCA & KARIN

Inhoud Presentatie

1. Waarom is er een keurmerk voor de kringloopbranche?
2. Auditen? Hoe?
3. Hoe ga je om met het handboek?
4. Ermee gaan werken, hoe?
5. Waar kun je het handboek vinden?



Waarom is er een keurmerk voor de kringloopbranche?

- Verhogen kwaliteit
- Borgen kwaliteit
- Continu verbetering van processen
- Efficiënter en consequent werken
- Het handboek is de basis voor nieuwe medewerkers

Auditen ? Hoe?

- 1e audit: Wel of geen keurmerk?
- 2e audit: 1 x per 18 maanden
- Wat kan je verwachten bij een audit?
 - Vragen van de auditoren
 - Auditoren komen rond kijken en observeren je werk
- Controle t.o.v eisen keurmerk en handboek O&C



Hoe ga je om met het handboek?



- Inhoudsopgave handboek
- Voor jouw relevante procedures
- Waar kan ik de procedures vinden?
- Kan ik wijzigingen maken aan het handboek?



Werken met het handboek, hoe?



- Lezen en doen wat er beschreven staat
- Of wijzigingen van het handboek voorstellen, hoe?



Waar kun je het handboek vinden?



- I-schijf → Map Handboek O&C (PDF versie)
 0. Algemeen
 1. Inzamelen en logistiek
 2. Sorteren en prijzen
 3. Repareren
 4. Textiel
 5. Winkel en verkoop
 6. Administratieve organisatie
 7. Personeelszaken
 8. Facilitair
- Wil je wijzigen?
 - Print procedure/formulier/richtlijn uit
 - Schrijf de voorgestelde wijzigingen erop
 - Lever het wijzigingsvoorstel in bij de Bedrijfsleiders of filiaal-leiders
 - Bedrijfsleiders bespreken voorgestelde wijzigingen met hoofdbedrijfbureau

APPENDIX 5 INTERVIEWS

INTERVIEW HEAD OF BOUMAN: BAS RUITER

1. *What is your task at Opnieuw & Co?*
My task at Opnieuw & Co is to manage the area of Bouwman workers, which is a company that gives jobs to drug and alcohol addicts, we are separate from Opnieuw & Co but the workers work for Opnieuw & Co.
2. *Are you a leader?*
Yes I have to lead the area of bikes and furniture and see if everything is run at the right pace.
3. *Who do you have to train or control?*
I train new employees and I explain to them; what are the rules at Opnieuw & Co and at Bouman side.
4. *What are your daily tasks?*
My Daily task is to see if all employees are present and set tasks for the day to begin, the rest of the day I control if employees and the jobs are running well.
5. *What needs improvement in the daily tasks?*
The tasks do not need improvement I am fairly satisfied with how things are run
6. *Are you satisfied with your work?*
I am very satisfied with my work and my colleagues
7. *How are the colleagues among each other?*
The colleagues are good among each other, sometimes there are minor conflicts but they are always resolved.

Additional comments:

Bas Ruiter was interviewed to find out how employees are with their head of bouman at the bouman side and how processes are done. More questions were not asked because they are not entirely of Opnieuw & Co they only work in partnership with each other. It was not asked if he knew of the quality label or the handbook of procedures because they fall indirectly with the company of Opnieuw & Co. Most of the questions will be asked to Erik who is in charge of the department where bouman workers are which are the bike and the furniture department.

INTERVIEW BRANCH SUPERVISOR BOOKS AND ELECTRONICS: WILL PELK

1. *What is your task at Opnieuw & Co?*
At Opnieuw & Co it is my task to make sure that everything in my department runs at a smooth pace. I have to make sure that everybody knows what they are doing and that they are doing their jobs right.
2. *Are you responsible for other employees and considered a leader?*
Yes I am responsible for the department of books, paintings, photo frames and electronics department. All workers in this department fall under my responsibility.
3. *What are your daily tasks and of the employees?*
Daily I have to sort the boxes of books that come into my department from the sorting department, the books are sided in three different areas, sorting trash, then repair, and the whole books placement for pricing. In my area there are also photo frames and paintings, which are also sorted in trash, repair and pricing. Each employee has a different task, which are checking if books are whole, pricing of goods and one repair the books and photo frames. The procedure of paintings is different because there are rare portraits found which have more value than others which is why some have to be sorted to be auctioned in Opnieuw & Co.'s yearly auction. Also books have separate sales dates from textile so the schedule runs different which also needs to be taken into consideration.
In the part of electronics, parts have to be sorted out and tested to see if they are still working such as USB-sticks, Wires, TV, DVDs, hard drives, monitors, and laptops. When these are sorted out they will go to repair, trash or the pricing. After goods have been repaired they will continue to price and if goods are already priced they will or go directly into a container for the other branches or directly in the main store in Dordrecht. If there is an overflow of goods the priced electronics will be stored in the department until it can be refilled by electronics that were just bought in the stores and the aisles.
4. *Is there a pricing estimate or list?*
There is a pricing estimate but it is because we have experience in pricing of these goods, there isn't an update or list of average pricing available.
5. *How does the procedure of pricing work?*
An expert employee will look at the product and the estimate of what that product costs will be priced. Usually I will search all the details online of a particular painting and I can give an estimate of the price of the product. We have our own computer that is used for searching of rare products.
6. *What needs improvement in the tasks of this department?*
The scheduling was a bit off because the employees did not know what their tasks were and which week, which is why I have made my own schedule where employees know where and when they have to be working.
7. *Are you satisfied with your work?*
The work at Opnieuw & Co is easy; everybody gets along and does their tasks as they are informed.
8. *How are the colleagues among each other?*

The employees get along with each other and there is a nice working environment. People do not seem to slack off on duties. Because there is always work to do at Opnieuw & Co products keep storming in and employees need to keep going.

9. *Do you have a clear job description?*

I do not have a clear job description; I do know I am a supervisor, which is why I can decide more than the other employees.

10. *Do you know who your leader is and where to turn to for help?*

I would usually just go the Director or General Branch manager itself because the new branch manager is new here and I do not have a close bond yet with him. Which is why I prefer to go to the General branch manager.

11. *What is your opinion of a book of processes of how things have to be run?*

I find everything fine as it is but if it were to be introduced it would also be fine.

Additional information:

Will Pelk was not asked of the quality procedure or handbook of procedure because it is already informed by the director that they have no knowledge in this area and will be notified at the implementation of the quality label. It was observed that will pelk does not have a job description seeing that the other supervisors did not have them either and when the HR manager was asked he also said that they are outdated. Will pelk falls under Eric because they are part of the warehouse. It was also seen that will pelk makes his own schedule for his department.

INTERVIEW BRANCH SUPERVISOR GLASSWARE DEPARTMENT: MARIA JOSE POLFLIET

1. *What is your task at Opnieuw & Co?*

I am the new branch Supervisor since the other Branch Supervisor has called in sick and has not been present for about 2 months. I am not entitled for this position as yet but I am filling in and doing my best to become the branch supervisor.

2. *Are you responsible for the other employees or considered a leader position?*

I am responsible for the flow of glassware from in and outs. From the moment that the glassware enters the department to when the glassware is priced. I am also responsible for employees. I work with people that have disabilities and are handicapped so they always need extra care and help at times.

3. *What are your daily tasks and processes run in your department daily and of the employees?*

My daily task is to look if all employees are present and look if there needs to a replacement if we are short on employees. Secondly I look at the schedule (that is outdated and updated) to remember which color has to go into discount. We work with colors and the schedule runs the same, as textile the four colors are red blue yellow and green. If we are at yellow then red is in discount, if we are at green then blue is in discount. This seems to be understood by all employees and is followed for years. Starting with the process of glassware received from the collecting department (where furniture, glassware, textile and books are collected), the glassware will be separate then sorted by two employees, for example all glasses, all vases, all forks and knives, all plates and bowls will go in a separate box. After all glassware is divided, it is a task of one employee to find sets to match, for example 6 glasses that are similar or 4 plates that are identical. When this process is done the product can be priced. The priced products will be put in boxes that are requested by the other branches, for example they can ask for a box of knives, we will prepare the box and an employee will bring it back to the collecting facility. Sometimes we price the boxes for other branches but if it is busy we will not price them.

4. *How is the pricing process?*

Products are priced seen what type of material it is, for example crystal is priced higher than regular glass made products, there are also very rare items found in the assortment which have to be re checked in the book of brands that is made especially for glassware. The book has about 250 brands that are recognized of value, which will be priced higher or will be put for auction. We also don't have a standard price for everything but we do have an estimate of the prices, also a few on paper but not official.

5. *Do you feel that there is something that could be improved in the processes?*

No I am fairly satisfied with how things are run, the employees are happy and do their job as asked.

6. *Might you have any suggestions to make the process to move faster?*

Well I have a suggestion, there is only one Computer in this area which I can use to check products online and see their value, only the computer is always in use for pricing of furniture and accessories in the stores. Which is why I have to go home with all my work and come the next day to finish of the products I have found from the day before. If there was an extra computer accessible I wouldn't have to take my work home with me and the product flow will go faster.

7. *Do you have a clear job description?*

No I started as a helper but now I have more responsibilities than others, which might need an update in my new job description. Maybe I can be called Branch supervisor in training.

8. *Who is your boss?*

I fall under Karim, who is now in transition to become the Branch leader (each branch has a branch leader) and he will help me.

9. *Do you have to ask for vacation in advance?*

I will fill in the forms and the dates that I want vacation and I will receive it. I have to fill in a pink form

10. *How do the other branches place an order to your department?*

A mix of glassware is sent every week and if they want specific things such as more forks then we will provide them with what they asked including the glassware mix.

11. *Do you have a process book? Would you find it handy?*

No I don't but it would be handy if I forget some things and want to refresh my memory. Also it would have been easier for me when I got this position I could have done the job a lot faster.

12. *Do you have a job description that you know of?*

I don't have a specific job description but I am the assistant branch supervisor I have not been assigned as yet because the branch supervisor is ill but am hoping that they will promote me soon.

Additional comments:

It was not asked how her relationship is between her and her colleagues because it was seen through observation that they are very happy in that department. It was also important to look at what type of schedules they had in the glassware department, they have a fixed schedule for the products that will go on sale depending on the colored stickers similar to the clothing department and each employee has the same task every day.

It was also not asked to any supervisor (except for Karim Faith which is befriended with the Director) if they know of the quality label because the director of Opnieuw & Co informed that should not have any knowledge of the quality label at that moment. It was not asked if they improve processes because that is the job of the managers or Director.

INTERVIEW BRANCH SUPERVISOR CLOTHING: LOUISE VERMEER

1. *What is your task at Opnieuw & Co?*

I am in charge of the whole textile from when products are received from the collecting department to when products have to be sent to the store. I am responsible for the employees and that they all are doing their jobs correctly.

2. *Do employees come to you for help and questions?*

Some employees ask me a lot of questions for the textile department, I have employees that have had conflicts but prefer to go directly to Eric (General back office manager) to solve the problem. Which is not the way it is supposed to go. I have to go to Eric when there are situations and Eric will give me suggestions or solve the problem himself.

3. *What happens daily in the textile department?*

There will be three crates placed with clothing and have to be sorted out by employees, once roughly sorted and then finely sorted, a clothing can be A, B or C quality. C is very bad condition, B is fairly good condition and A quality is very good condition and with a known brand such as Chanel or Tommy Hilfiger. There will be looked for holes, filthiness in clothing, all B-quality clothing will be sent To Costa Rica. There will also be looked at which season the clothing's are for example summer will go in the summer collection I fit is winter.

We have a stencil where all the brand names are to see which clothing is an A-quality or a B- Quality. After the clothing is finely sorted, they will be sent to or repair area or in the area of Pricing and Securing. Each individual piece of clothing will be priced with the pricing code system and for each amount of clothing there is a pricelist for textile, which has to be updated. We also work with the color cycles which is similar to glassware and the same colors, red, blue, green and yellow, when the yellow is on sale the other three are not when green is on sale the others are not. When this is ready the clothing will go directly into the branch Dordrecht store to be sold and other clothing will be put separate for the orders asked by the other branches. And the clothing can be delivered to the branch warehouses. The other Opnieuw & Co Warehouses order what they need for example 2 boxes of baby clothing. All clothing that is not of this season will be put in the warehouse storage.

4. *How do the other branches place an order at the main branch?*

There is a standard form to fill in by each branch and each branch has a different color to distinguish.

5. *What can be improved in your opinion at Opnieuw & Co?*

I wouldn't know what could be improved,

6. *Do you follow and make a schedule for your employees?*

There is a standard schedule for the textile department for the clothing and how they are placed in the stores and it is made by Eric (General Back office Manager). (Interviewee looks at this schedule). The employee schedules are made by Eric and employees will rotate their tasks after a certain period.

7. *Do you have a job description?*

I might have a job description but I am the branch supervisor of clothing and I am responsible for this department.

8. *We are planning to make a handbook of procedures for Opnieuw & Co, for the starting employees and current employees as a guideline for the new rules due to introduce of the quality label, what is your opinion on this?*

It can be a good idea indeed because sometimes I tend to forget or don't know certain questions and I can go back into the handbook instead of asking Eric (General branch manager)

9. *Absent and vacation days how does it work at Opnieuw & Co?*

Just fill in a form that you can get from the human resource department of the days that you cannot be available.

Additional Comments:

It was not asked how her relationship was with her colleagues or manager because she had answered enough in the question of how problems are solved and how employees interact with her. It was not asked about the quality label because the director had informed that they have no knowledge of it and wants it to be known at the start of

implementation planning for the quality label. The updating of processes are not asked by to the supervisors because that falls under the managers or director.

INTERVIEW BRANCH LEADER DORDRECHT: KARIM FAITH

1. *What is your task at Opnieuw & Co?*
Currently I am proving myself to be the next branch leader at Opnieuw & Co Dordrecht, I have had my own business of Kringloop also and now I am working for my longtime friend Marcel (Director).
2. *What are your daily activities and who are your subordinates?*
Daily I have to make sure that everything is running smoothly in the store and also I can be seen as a person that the assistant employees and branch supervisors can turn to for advice. I also have to make sure that the store is looking at its best so I spend my time re designing areas and directing where the products have to go and in which way they can be placed.
3. *When you were hired, did you receive a job description?*
I did read job description, but I do more than there is on paper.
4. *We are planning on making a handbook of procedures for Opnieuw & Co, for the starting employees and current employees as a guideline for the new rules to introduce the quality label, what is your opinion on this?*
I have no knowledge of the handbook but I think it would be a great idea for Opnieuw & Co.
5. *When there is a conflict or you have questions, with whom do you consult?*
I mostly consult everything with Marcel (Director) and sometimes with Mark (General branch manager) and Eric (General back office manager)
6. *Are you included in the management meetings? What topics are discussed?*
I have personal meetings with the director once per week. To discuss issues such as how things are running and discuss my ideas for Opnieuw & Co for example with decorations and activities.
7. *Do you like to work at Opnieuw & Co?*
Opnieuw & Co is very nice to work because you constantly get challenged with new activities and you have to use creativity that is also in my background. I have gone to art school.

Additional Comments:

Karim was not asked in the interview how his relationship is with his colleagues because it was seen through observation and by speaking with the employees that he is a very busy person with his job and employees prefer to go to the assistant branch leaders who have more years of experience. The updating of processes is not asked to branch leaders or supervisors because it is already known that it is done by the managers or Director.

INTERVIEW HRM: MARTIJN WEHRMEIJER

(Was later fired in December 2012)

1. *What is your task at Opnieuw & Co?*
I am the human resource manager, I am here as a guide to help the employees that come from different backgrounds, I am also in charge of hiring new employees to see if they are fit for Opnieuw & Co. I am responsible for employees when they have issues which most of them have and I try to create a bond of trust so that they can come to me with their problems and we can find a solution together, so I am kind of a counselor. I also have to evaluate employees that are working once a year. I am also responsible for keeping of employees files.
2. *May I see one of the employee files? What does it have to include?*
They're BOF file, their job description, and their scale in salary, medical information, and general information. (The employee files where shown, but a lot where missing or not completed)
3. *The evaluation of employees is it with a form?*
Yes it's with the BOF file which will rate the employee's progress to see if he can continue doing his job, has to get fired or needs to be repositioned. (The BOF form is shown)
4. *What are your daily activities?*
I have the responsibility for the wellbeing of all employees so I am mostly busy with or giving an interview to a new employee, or changing the papers for employees, interviewing employees for BOF evaluation.
5. *In the BKN requirements, it is necessary for the company to have a "cao" is this present at Opnieuw & Co?*
Yes we fall under cao (human resource manager hands us the cao booklet which is outdated)
6. *According to the BKN requirements for a quality label, all inflow, and outflow of employees have to have a certain process? Do you have that and is it written?*
Yes we have a standard way of hiring, of controlling and of firing employees. It is not yet put on paper. There is always a standard interview and for employees that are going to be higher ranking such as managers there will be a second interview held (Martijn explains the whole process and we will insert it in the Handbook of processes of Opnieuw & Co, the inflow of hiring former prisoners is also a separate subject that was explain and typed out by the interns which was me and another intern also the procedure of the evaluation meetings)

7. *What is your opinion on having a check list for a new employee with a file with the important information and that they have to sign the rules at Opnieuw & Co seeing that BKN requires all employees to know the house rules?*
It is a fine idea (I and the other intern have made a checklist and it is inserted in the Opnieuw & Co handbook of procedures including calling in sick forms)
8. *What types of employment contracts are there?*
There is for a time period and employment contract without time period (there was contracts missing of helpers, volunteers and call-up employees which were written and inserted by the interns in the handbook of procedures)
9. *Is there an internship contract available? Does Opnieuw & Co makes use of this?*
We always just type one out their isn't a standard form (standard internship form is made by me and intern)
10. *Who does the calling in sick procedure?*
Employees can call in sick by me and also call when they have to return back to work, there is always a process that has to be followed which is different from an illness and accident. The Call in sick form has to be filled in by or Eric or Mark whom are General branch and back office managers. The Arbo can control the employee by calling the sick employee, emergency control, house visit or arranging of a meeting. (Martijn explains procedure and it is written in the handbook of procedures)
11. *What if the employee is sick for a longer period of time?*
There is also a procedure for employees that are sick for a longer period of time which has to be discussed with the General Managers and involved employee.
12. *How is the procedure of when an employee has to call in sick or come back to work after illness?*
The employee has to call first in the morning the general managers or branch leader and if they are from an external institution such as Drehtwerk they have to call their supervisor. The secretary will
13. *There is a new law implemented and has to be followed as a guideline for the work giver which is wet verbetering poortwachter, is this on paper for you to follow as a guideline? The guideline of work giver to employee..?*
No it is not written anywhere but it would be handy to have as a guideline and when auditors have to control the procedures (it was later checked and the guideline for work giver to employee (Wet verbetering poortwachter) is explained in handbook of processes Opnieuw & Co with guided instructions for the work giver and employee)
14. *Do you update processes?*
No I don't I use the one that Opnieuw & Co has been using for many years that was from the company before Opnieuw & Co.

Additional comments:

Martijn was asked about the processes and he himself showed that he has the processes of his department in his computer which is a part of the handbook of processes but he does not update them unless he is asked by the Director. We had asked about the quality label by telling him about the new BKN requirements for the quality label which he had not known much about the new policies but was fine with the idea of new policies and updating of policies. It was found that the house rules are not known by all employees because it is not given to them in the beginning and it is not written anywhere in the company for them to see it.

INTERVIEW FINANCIAL ADMINISTRATION: FLOOR DE ROOVER AND DUYGU GOCLU

Floor de Roover + Duygu Goclu

1. *What is your task as Opnieuw & Co?*
I am the head of the financial administration department, I am responsible for flow of money at Opnieuw & Co, and I am responsible for my assistants who have to help with the annual reports or inserting bookings. I am also responsible for handing out money to employees in advance for example for groceries for the store itself and for the receipts. I am also responsible to send the weekly cash that is earned to the bank. Where I have two employees counting the money and inserting it in Bank files and taking it to the bank. I am almost 70 and I have a huge responsibility at Opnieuw & Co, which I value a lot. I do find it scary sometimes to go with a huge amount of money, which is why I always go with an assistant, and I never go at exactly the same time.
2. *What are your daily Activities?*
Daily, I have to register the activities in the financial system that we use, set up and maintain the financial package, incoming invoices, outgoing invoices, accounts receivables and accounts payables, banking, cash management, tax and social insurance. All the archives are stored in my office so I am currently responsible for all the archiving. I am also responsible for the annual report, Opnieuw & Co budget and business plan, benchmarking and internal reports/management information.
3. *Is there a cycles of the business plan, budget and multi-year plan? Is it in the handbook of processes?*
Yes there is a cycle and it is not written yet in the handbook of processes of Opnieuw & Co, which I assume you will be doing as an intern. Basically Opnieuw & Co works with book year, which is equivalent to the calendar year so every year we have to have this in order.
The annual report is yearly before the 1st of May and is formed together with the stakeholders. In the Multi-year plan there the future vision of Opnieuw & Co is discussed and the development of the branch and markets in which Opnieuw & Co operates.
4. *Would you mind explaining what has to be included in the budget and business plan of Opnieuw & Co?*
Each year, before the 1st of December, a business plan will be made which has to include: A description of the objectives and improvement activities in the year, which has to have middle long term in mind. Secondly it has to

include an operating budget (income and expenses), an investment budget (budget purchase of durable) and a cash budget (revenue and expenditure).

5. *For who is the business plan?*

The business plan and budget is for the Board of Directors, the director has to be responsible for the preparations. After applying the business plan the budget lies in the task of the director.

6. *You also have Quarterly reports?*

Yes Opnieuw & Co has quarterly reports that the director prepares the accumulative quarterly results. The deviations in respect to the business plan will be described and if they are negative a solution would be described to solve it. The quarterly reports are discussed in meetings with the Council/board of directors.

7. *How does the management information and benchmarking work at Opnieuw & Co?*

The management information is all the information received monthly from all departments. The administrations will the insert as information. The Opnieuw & Co management team will address the information in meetings. The benchmarking goes through a benchmarking system in which you can insert your company's information such as route planning system, market turnover, and amount of ill employees and compare it to other companies that are in BKN systems.

8. *Can you elaborate more on the procedures of accounts payables, accounts receivables? (Answered by Duygu Goclu assistant financial administration)*

Before the invoices go to accounts payable there is a procedure, the invoices are mailed to the administration office of Opnieuw & Co, the invoices are stamped with the "date received", and the posts will be viewed by the director at the end of every week. After the director has viewed and signed the invoices they will go in a Creditor file under "yet to book invoices". The director will sign for there to be a control and to prevent double booking. The packing slips for each invoice will be searched and attached to the back of the invoice paper to prepare for booking. Then the received invoices will be booked in the computer financial system EXACT after coding. The amount that has to be booked is including TAX (BTW), so you always have to take the BTW code in account, which can be 21%, 6% and 0%. The invoice is booked in the financial system EXACT, the invoice will receive a voucher number and the coding in the ledger account including a "BOOKED" stamp. From this moment the invoice will go in the file of Accounts payable. The invoices will be separated by date, invoices that firms have to be booked and invoices with a further date. When the invoice is finally paid there will be a stamp with "PAID+ DATE" on the invoice.

The steps to accounts receivable are as follows: the information will be delivered to the financial office and an invoice will be prepared for client and a copy for Opnieuw & Co Administration. Invoice will be printed on official letterhead and sent to the debtor. The copy of the invoice will be stored in the file "YET TO BOOK DEBITS" in the Debtors folder. When the administrator is going to book the invoice, the amount will be coded and booked in the computer financial system EXACT. Which is also including BTW. On the invoice "BOOKED" will be stamped and the voucher number. The invoice will then be stored in the "Accounts Receivable" file. If invoices are not paid on time we will send a reminder with consent of the Director.

9. *Would you have any suggestions on the procedures and want to change them?*

Overall I am satisfied with how things are at Opnieuw & Co, one remark that I want to add is that the cashiers take money from the cash register for Opnieuw & Co Purposes or their own and forget to send the slips to the administration office. I suggest that they have to send it standard to me because then I can have a better look at the Opnieuw & Co balance.

Additional comments:

The administration office has knowledge of the quality label but not extensively, they do know that it will be implemented and they are also aware of the handbook of processes due to being part of an audit lecture given at Opnieuw & Co but they do not use it. They do have their own software, which is used for finances, and administration but the processes are not written and not updated by the administration office. Duygu and Floor have a good relationship as could be seen through observation and the time spent with them in the office. It was also seen that they have a good relationship with the director, which is important because they have to agree on important financial situations for the company and to present to the shareholders. It was also observed that only the financial department would sign when they receive cash from the general branch manager.

INTERVIEW GENERAL MANAGER BACK OFFICE: ERIK V.D. BOSCH

1. *What is your task at Opnieuw & Co?*

My task at Opnieuw & Co is many things at the moment, I am responsible for the marketing at Opnieuw & Co and I manage the website and Facebook page of Opnieuw & Co. I am also the General Manager of Back office, which is the warehouse and inventory. I am responsible for not only in Dordrecht but also the other branches. I am also involved with the construction and renovations that have to be done at Opnieuw & Co and I am currently busy with one at Papendrecht and we also want to construct a new building at Barendrecht.

2. *You are responsible for other employees and your boss is the director?*

Yes I am responsible for the warehouse departments, textile, glassware, electronics, Bouwman bikes and furniture and book department. I am also responsible for the inflow of goods at the collections department where all products come in from customers themselves and from our own chauffeurs.

3. *Do you get along with other managers and feel that everything is going well?*

Yes I work fine with all managers and have no remarks. I only find that I always have a lot to do so having an assistant will come in handy, which was also discussed in management meetings with Marcel.

4. *Would you care to explain more about the collection facility and logistics at Opnieuw & Co? It seems as though there isn't a concrete procedure written anywhere to fall back on if for example you get sick.*

Off course, it all starts with the operator whom will take the phone calls of clients, asking them several questions if the goods apply there will be an appointment made with the client if not the operator will address HVC Company. The operator will then book everything in the operating system and make a schedule for the chauffeurs. The schedule for de chauffeurs states the products that have to be picked up including location. The chauffeurs will use the schedule to pick up the goods, if there are any complications the chauffeurs receive a form to fill in what products where not delivered and also how many KM was ridden for gas compensation. All products that are picked up will be delivering to the main branch Opnieuw & Co Dordrecht where the sorting can begin. The Chauffeurs have different letters, Letter to client in their mailbox if they are not home, car tracking; with the chauffeurs name and side chauffeur including KM and where they have visited. The operator will insert the route that was ridden that day in the system.

The collection facility also deals with the orders of other branches, it is my task to make sure that the employees fill in these orders and that they can be distributed back to the branches by our chauffeurs. Each order is made in different colors for each branch so if it is orange I know it is an order from ridderkerk.

5. *We have interviewed a few departments, a lot have outdated pricelists of products, is this the case? Is this also the case with orders of Opnieuw & Co itself for example office supplies and the Canteen?*

Well yes it is true they are updated but I will work on it as soon as I have a chance. You can also ask Danny to make an update of inventory orders that can indeed be handy and we would know when to refill out orders. (During my internship Danny has indeed made the inventory order list and it is in the handbook of procedures including an updated pricelist for all departments)

6. *Do you make use of the handbook of procedures?*

No I do not but I am hoping that I can use it as a guideline and also for my future assistant. I will have to make use of it in the future and learn how to change things.

7. *Do you feel as though you have a lot of work and are way behind schedule?*

Yes I have a lot of work, my wife gets mad at me, it might be my ADHD but it might also be that I am a workaholic, I have never called in sick in 10 years. It would be nice to be on schedule and rely on someone that can actually do what I do. I do work hard but I am satisfied and I also feel rewarded.

Additional comments:

Eric v.d Bosch already knew about the quality label being implemented, because of the auditing lecture given and was proactive in learning how to audit and the importance of maintaining a quality label, which is why it was only asked about the handbook of procedures which is a part of the quality label that he will have to work with when it is implemented. The procedures in his department are not constantly being updated and if they have to be it can be discussed with the director. It is seen through observation that Eric goes well with his employees and supervisor and most employees go to him for advice.

INTERVIEW GENERAL BRANCH MANAGER: MARK VAN NIEUWSTRATEN

1. *What is your task at Opnieuw & Co?*

I am the General Branch Manager at Opnieuw & Co, which means that I am responsible for the branches at Opnieuw & Co, all stores. Which means I have to make weekly branch schedules. I have to make sure that there are enough employees to make the store work well. Also when there are lacks of employees I have to find ways to make it work. I also have the responsibility to see if all cashier procedures are running well and counting of the balance. Every day a cashier will start with a balance of 500 euros. If there are complications I have to find out what they are, I also have to make sure that at the end of the day everything runs well throughout the store. I am also responsible for the cash pick up. I will pick up the turnover of each branch and deliver it back to Dordrecht at the financial administration office where I have to sign. I also have regular control of the branches at Opnieuw & Co which is why I am not always present at one branch as you can see also Eric (General Manager back office) is also running up and down.

2. *Do you also have regular meetings with the managers and the director?*

Yes once per week I sit alone with the director to discuss the daily activities that have been presented and also to give my suggestions on what needs improvement. I also have meetings with managers together with the director to discuss how the flow of managing is going at Opnieuw & Co.

3. *How is your relationship with your colleagues?*

My relationship with my colleges is very good, only it concerns me that I have difficulties to place my employees. Sometimes the back office employee will work the whole day in the store and will see me as their boss but when they call in sick, I am the one who suffers in the store to place another employee. There is no communication between the general back office manager to tell me if an employee has called in sick or for us to see how much employees are present daily and how much will be needed per branch. Sometimes it is the case that there are too many employees working at a smaller branch and too little employees working at a busier branch. This I find highly disturbing.

4. *Do you discuss these topics in the meetings?*

I haven't suggested it yet but the general manager back office and the director don't seem to have a problem with how the situation is going because I have addressed it but got a bit shrugged off. I also find it difficult for the employees because a lot think that I am their manager, so they do not know who to turn to for calling in sick or to show up to work. I also don't know if I should put them on the schedule or only my employees on the schedule, they actually do count because then I have an estimate of the employees in the shop.

5. *Are there special regulations written for the opening and closing of the store? We are asking for security reasons and for future implementation of a quality label?*

No currently we don't have it written but it is standard procedure that an authorized employee can open and close Opnieuw & Co, we also work with a security system so the employee has to insert the password and unlock the alarm in the beginning of the day and lock the alarm at the end of the day. Mostly an employee or I that has the authorization do it, will do it.

6. *How is your relationship with employees?*

My relationship with employees is good we work well together and they see me as their boss.

7. *Everything that has to do with cashier such as receipts, gift voucher, cashier control, cash registry, are they written somewhere?*

There are standard procedures daily, some are written but they are outdated. There are daily forms that are inserted in the computer for each cashier how many cash there has been received and given out which will be sent to the financial administrations office. Gift voucher for employees have to be noted but are not given daily to the administration office.

8. *Do you have to sign? That you have received the cash bags from the branches? And does the financial administration have to sign that they have received the cash bags from you?*

The only one who signs is the Financial Administration at the moment.

9. *What if there are errors in the cash registry is there a procedure for the cashiers?*

Yes there is a procedure for cashiers, which is a standard cashier procedure but have to be written down.

10. *Are employees aware of what they have to do during a robbery or a fire?*

The employees have just received training on what to do during a fire. But new employees have not received training. I also tell my employees how to handle during a robbery.

11. *Would it be a good idea to put forms of what to do during robbery, Fire and also the Opnieuw & Co vision and how they want employees to act on different staff areas of Opnieuw & Co? In this way employees are aware and constantly reminded.*

I think that is something to be discussed with Marcel (Director) but I do approve and it has a control on the quality of Opnieuw & Co that employees are aware of what Opnieuw & Co stands for.

12. *What is your opinion of the quality label BKN?*

I haven't put my effort in changing the quality at Opnieuw & Co nor have I read the BKN booklet of what Opnieuw & Co might need in the shop area. I do know that I have to make it my priority in order for us to make it in 2013.

Additional comments:

In answer 7, Mark explains that they do have processes of the department but that they are outdated and should be updated but he doesn't know who will have to do it and has to discuss it firstly with the director. Mark also showed us the scheduling of his employees and how it is made which is different from the schedule format shown by the Back office manager.

INTERVIEW DIRECTOR: MARCEL VAN GOCH

Director: Marcel van Goch

1. *What is your task at Opnieuw & Co?*
I am the Director at Opnieuw & Co that means I am responsible for the wellbeing of the organization and to make sure that everything is running smoothly which is why I am often in meetings with my colleagues. Apart from that I have to make sure that my partners are happy one of them is Da Vinci College and I have to give information to the board of directors. I also have to look for potential partners who would want to work together with Opnieuw & Co. We have already been nominated as a candidate of MVO award that means that we are already at the right path of being socially responsible company but now we would want to go an extra step.
2. *Do you consider yourself to be on schedule with your work activities?*
I do plan my dates but I have to take care of a lot of things and I forget the main thing that is the quality label. Which is why I have arranged two interns to help me with my work.
3. *How is your relationship with your employees and management?*
I have a professional relationship with everyone I know how to keep my private life private which is a top priority for me. I also work well with the management team. I have to really click with somebody otherwise it will not go well. I am also a good judge of character.
4. *Do you consider yourself approachable to employees?*
Yes I talk to all employees I also butt in when I find something is not right so I address the employee myself which I know does not have to be the case but I do it sometimes.
5. *How are the permits and insurances at Opnieuw & Co for the quality label? Are they in order?*
We do not have all permits but the government does seem to look through that for us. But now that we are going to have to focus on quality we have to have them in order.
6. *According to the quality label BKN, all processes have to be described and all house rules have to be clearly known by all employees, how far is Opnieuw & Co with this process?*
We do have a handbook of processes but not used. A college and I have started, but it is outdated and has to be at the quality label requirements. Which is why I have hired you two interns to change this for me.
7. *Seeing that it will be used for employee and auditing purposes it has to be updated to be able to adhere to the quality label BKN requirements, who is going to be in charge of changing the handbook of processes regularly?*
Well I sure don't have time to be the manager but we are thinking of making the business office of Opnieuw & Co in charge of that.
8. *According to the Quality label there has to be a business office for more than 250 employees, when is Opnieuw & Co planning to have it?*
We are planning as soon as possible to have a business office, which has to take care of employee archiving, benchmarking and processes.
9. *According to the quality label all authorization rules, improvement/consent agreements and Treasury have to be clearly described, is this the case at Opnieuw & Co?*
No they are not described and have to be described and updated if there are changes, which also has to go in the handbook of procedures and task of you two interns.
10. *We have seen that the job descriptions of employees are not correct, the human resource manager seems to not think they are his task, who has to correct it?*
Well it is the task of the Human Resource Manager to update job descriptions and to come to me for end approval. I will give the Human Resource Manager the task at once.
11. *The organizational chart will change soon, seeing that Opnieuw & Co will become a Holding structure and there will be changed positions. Is there an update version of this organization chart that is also necessary for the Quality label requirements?*
No there isn't one but the two interns will have the honor to do that.
12. *Will the business office also be in charge of the Social media and Marketing at Opnieuw & Co?*
Yes they will be in charge because now it is Eric (General back office Manager), if I'm not mistaken. But he has other work to do.

Additional comments:

The Director was asked the most questions about the overall requirements of the quality label because most of them are his task. He specifically did not want others to know about the requirements because he himself would want to be in charge to fix them before the implementation and would ask only a specific amount of manager or supervisors to help in this task before the whole company would have to find out. Mr. V Goch was also asked about their ICT management which is outsourced and managed by the outsourced company. The ICT has an agreement with Opnieuw & Co and are responsible for the safeguard and management of the ICT sector. Mr. Van Goch was asked about the business office that is needed according to the Quality label criteria and he said that they will introduce a business office before the implementation of the quality label.

APPENDIX 6 BKN QUALITY LABEL REQUIREMENTS (IN DUTCH)



en de branchevereniging BKN.

De BKN en haar leden spelen hierop in met de volgende vraagstelling:

'Hoe kunnen wij ons onderscheiden van andere aanbieders in de markt van tweedehands goederen?'
Het idee voor de ontwikkeling van een Keurmerk voor de kringloopbedrijven is medio 2010 ontstaan vanuit de bij de Branchevereniging Kringloopbedrijven Nederland (BKN) aangesloten leden. Ter verificatie zijn de eerste uitgangspunten voor een Keurmerk getoetst bij diverse stakeholders. In feite zijn alle stakeholders van mening dat de kwaliteit van de kringloopbedrijven omhoog kan en moet. Dit om een meer stevige positie in te nemen in de keten en een positiever imago te bewerkstelligen. Het hebben van een Keurmerk is niet alleen voor de individuele leden van de BKN belangrijk, maar is ook van belang voor de BKN als gesprekspartner bij de belangenbehartiging.

1.2 Doelstelling en resultaat

De doelstelling is om een Keurmerk Kringloopbedrijven® te implementeren waarmee de professionaliteit van de branche verder wordt vergroot. Dit met als resultaat meer onderscheidend vermogen ten opzichte van kringloopbedrijven zonder Keurmerk en helderheid richting samenwerkingspartners / stakeholders zoals gemeenten, afvalbedrijven, re-integratiebedrijven, sociale werkvoorzieningen en de particuliere klanten.

1.3 Definities en toelichtingen

Stakeholders

Binnen de BKN wordt onder het begrip stakeholders verstaan

- particuliere klanten en afnemers
- medewerkers en vrijwilligers
- overheden en toezichhouders
- leveranciers zakelijke relaties
- overige relatie

Missie

Een missie definieert de bestaansgrond van een organisatie en geeft aan welke functie de organisatie in de markt kan en wil vervullen. Een missie staat voor het bestaansrecht van een organisatie en staat niet ter discussie.

Visie

Een visie is een consistente blik op de toekomst en geeft de te realiseren gewenste situatie aan op basis van de missie. Het is als het ware een foto van de situatie die de organisatie nastreeft. Een visie kan worden aangepast aan veranderende omstandigheden in relatie tot de missie en kan dus ter discussie staan.

Keurmerk Kringloopbedrijven®

Op eenduidige wijze maakt het Keurmerk Kringloopbedrijven® (hierna te noemen 'Keurmerk') kwaliteit transparant en biedt garantie dat de kwaliteit van de processen (interne organisatie / dienstverlening) continu verbetert. Zo schrijft het ook niet voor hoe de dienstverlener iets moet bereiken, het geeft enkele specifieke eisen en richtlijnen die periodiek worden getoetst. Het Keurmerk stelt het primaire proces en de ondersteunende processen en de bewaking daarvan centraal.

1. Introductie

1.1 Situatie en aanleiding

De branche van de kringloopbedrijven is in ontwikkeling. De stakeholders verwachten een steeds hogere kwaliteit van diensten en producten. Daarnaast worden de eisen vanuit de markt steeds strenger. Thema's als ketengerichtheid ofwel samenwerking in de keten worden belangrijker en dat vraagt om innovatief vermogen bij de kringloopbedrijven

Accreditatie

Een accreditatie is een procedure waarbij een autoriteit bezittende organisatie een formele erkenning uitspreekt dat een entiteit bekwaam is specifieke taken uit te voeren.

2.1 Algemeen

2.1.1 Richtlijnen lidmaatschap

De BKN heeft richtlijnen voor het lidmaatschap in het huishoudelijk reglement opgenomen. De leden van de BKN moeten zich conformeren aan deze richtlijnen en dit aan kunnen tonen.

Voor de meest recente richtlijnen lidmaatschap wordt verwezen naar de website (www.bknederland.nl) **Fout! De hyperlinkverwijzing is ongeldig.**

2.1.2 CAO

De leden van de BKN moeten zorgdragen voor de aansluiting op een CAO, bijvoorbeeld:

- CAO Kringloopbranche (BKN), zie www.kringloopwinkels.nl **Fout! De hyperlinkverwijzing is ongeldig.**
- CAO Sociale Werkvoorziening, zie www.cedris.nl **Fout! De hyperlinkverwijzing is ongeldig.**
- CAO Welzijn & Maatschappelijke Dienstverlening, zie www.mogroep.nl **Fout! De hyperlinkverwijzing is ongeldig.**
- CAO Gemeenteambtenaren, zie www.vng.nl **Fout! De hyperlinkverwijzing is ongeldig.**
- overige relevante CAO's

Tevens zijn op www.cao.szw.nl:

- Als de bedrijfsactiviteiten onder de werkingssfeer van een CAO vallen;
- Als het bedrijf is aangesloten bij een werkgeversorganisatie die een CAO heeft ondertekend
- Als de minister de CAO algemeen verbindend heeft verklaard voor de branche waarin het bedrijf actief is
- Als het bedrijf door de belastingdienst is ingedeeld bij een sector waaraan een CAO is gekoppeld op grond van de bedrijfsactiviteiten

2.1.3 Inschrijving Kamer van Koophandel (KvK)

De leden van de BKN moeten ingeschreven staan bij de Kamer van Koophandel en als zodanig beschikken over een inschrijfnummer Kamer van Koophandel. Kringloopbedrijven welke gelieerd zijn aan de overheid hoeven niet aan deze voorwaarde te voldoen.

2.1.4 Statuten / management statement

Een kringloopbedrijf kan meerdere juridische vormen hebben. In het geval dat het kringloopbedrijf een BV of een stichting betreft dan moeten er statuten aanwezig zijn waarin de (statutaire) doelstellingen zijn benoemd. Indien deze doelstellingen niet aansluiten bij punt 1 van de

richtlijnen uit het huishoudelijk reglement van de BKN dan moet er een separaat management statement aanwezig zijn waarin deze doelstellingen worden vastgelegd.

Op het moment dat een kringloopbedrijf geen statuten heeft, bijvoorbeeld een sociale werkvoorziening (SW bedrijf) of een afvalbedrijf, dan moeten de (statutaire) doelstellingen (waaronder punt 1 van de richtlijnen uit het huishoudelijk reglement van de BKN) altijd beschreven zijn in een management statement.

2.1.5 Gedragscode / Huishoudelijk Reglement

Ieder kringloopbedrijf moet over een gedragscode of een huishoudelijk reglement beschikken waarin staat beschreven 'hoe' er gewerkt wordt. Daarin is minimaal aandacht voor de omgang met klanten, met leveranciers en met (vaste en tijdelijke) medewerkers onderling.

Het moet voor iedereen helder zijn wat de rechten, plichten en omgangsvormen zijn binnen het bedrijf / de winkel. Het kringloopbedrijf moet kunnen aantonen dat alle medewerkers de gedragscode hebben ontvangen.

2.1.6 Inname- en verkoopvoorwaarden

Ieder kringloopbedrijf heeft te maken met inname en verkoop van goederen en diensten. Dat houdt in dat hier afspraken over gemaakt moeten worden die voor zowel het kringloopbedrijf als de klant / leverancier duidelijk zijn. Elk kringloopbedrijf moet over inname- en verkoopvoorwaarden beschikken waarin staat vermeld welke voorwaarden er verbonden zijn aan de inname of verkoop en bijbehorende service. Dit maakt het mogelijk om een heldere

verhouding met leveranciers en klanten te bewerkstelligen. Men moet hierbij minimaal voldoen aan wat hierover is opgenomen in het Burgerlijk Wetboek.

Naast het beschikken over de inname- en verkoopvoorwaarden moet een kringloopbedrijf aan kunnen tonen dat leveranciers en klanten op de hoogte kunnen zijn van het bestaan van deze inname- en verkoopvoorwaarden.

Tips (niet verplicht) om de voorwaarden te communiceren naar belanghebbende partijen:

- o Publiceren op de website van het kringloopbedrijf
- o Publiceren in de winkel door middel van PowerPoint presentatie / bord
- o Publiceren in een huis-aan-huis blad
- o Publiceren in een nieuwsbrief / flyer

2.1.7 Accreditatie leerbedrijf / werkbedrijf

Ieder kringloopbedrijf moet beschikken over minimaal één accreditatie voor leerbedrijf / werkbedrijf. Dit om de algemene doelstelling van de BKN om mensen met een afstand tot de arbeidsmarkt te ondersteunen. Het kringloopbedrijf moet kunnen aantonen dat de accreditatie verkregen is en dat hier actief inhoud aan wordt gegeven en dat dit wordt onderhouden.

Er zijn accreditaties van kenniscentra van verschillende branches mogelijk. Hieronder volgt een opsomming van de meest relevante kenniscentra voor de kringloopbranche:

- o KCHandel (detail- en groothandel, internationale handel): www.kchandel.nl **Fout! De hyperlinkverwijzing is ongeldig.**
- o ECABO (economisch-administratieve, ICT en veiligheidsberoepen): www.ecabo.nl **Fout! De hyperlinkverwijzing is ongeldig.**
- o Kenteq (elektrotechniek, installatietechniek, metaal- en werktuigbouwkunde, distributietechniek, koude techniek, informatie- en communicatietechnologie): www.kenteq.nl **Fout! De hyperlinkverwijzing is ongeldig.**
- o Innovam (motorvoertuigen, carrosserie- en tweewielertechniek): www.innovam.nl **Fout! De hyperlinkverwijzing is ongeldig.**
- o VTL (transport en logistiek): www.vtl.nl **Fout! De hyperlinkverwijzing is ongeldig.**
- o Calibris (zorg, welzijn en sport): www.calibris.nl **Fout! De hyperlinkverwijzing is ongeldig.**

Op bovenstaande websites is te lezen hoe de accreditatie verkregen kan worden. In de meeste gevallen wordt dit in samenwerking met ROC's (Regionaal Opleidingscentrum) geïnitieerd.

2.1.8 Vergunningen

Ieder kringloopbedrijf moet de voor hem relevante vergunningen in zijn bezit hebben en kunnen aantonen dat deze vergunningen nog actueel en passend bij het bedrijf zijn. De vergunningen die nodig zijn bij het exploiteren van een kringloopbedrijf zijn per gemeente verschillend en zijn mede afhankelijk van de omvang en ligging van het kringloopbedrijf.

In oktober 2010 is de Wet algemene bepalingen omgevingsrecht (Wabo) ingevoerd. De wet bundelt 25 vergunningen in één omgevingsvergunning. Bij het oprichten, uitbreiden of verbouwen van het kringloopbedrijf werd voorheen gebruik gemaakt van diverse vergunningen voor bijvoorbeeld bouwen, kappen, milieu, sloop en gebruik. Voortaan is slechts één omgevingsvergunning nodig, aan te vragen via het Omgevingsloket Online (www.omgevingsloket.nl) **Fout! De hyperlinkverwijzing is ongeldig.**

Voor meer informatie omtrent vergunningen wordt naar www.antwoordvoorbedrijven.nl **Fout! De hyperlinkverwijzing is ongeldig.**

2.1.9 Verzekeringen

Alle kringloopbedrijven moeten de voor hen relevante verzekeringen in hun bezit hebben en kunnen aantonen dat deze verzekeringen nog actueel en passend bij het bedrijf zijn. Aantal en soort verzekeringen zijn afhankelijk van de achtergrond en de omvang van het kringloopbedrijf. Het afsluiten van verzekeringen is bovendien afhankelijk van wettelijke verplichtingen en afspraken in de CAO.

Voor het afsluiten van de juiste verzekeringen wordt aangeraden (niet verplicht) om contact op te nemen met een verzekeringsadviseur. De BKN heeft een mantelovereenkomst met de Rabobank en Zichtadviseurs / Nationale Nederlanden voor het gunstig afsluiten van verzekeringen. De

leden kunnen hier gebruik van maken. Voor meer informatie kan contact opgenomen worden met de BKN. Te denken valt aan:

- o WA voor motorrijtuigen (wettelijk verplicht)
- o Bestuurdersaansprakelijkheidsverzekering
- o Verzekering dekking exploitatiekosten
- o Ongevallenverzekering
- o Bedrijfsaansprakelijkheidsverzekering
- o Inventarisverzekering
- o Milieuschadeverzekering
- o Huurdersbelangverzekering
- o Verzekering elektronische apparatuur
- o Verzekering liquide middelen
- o Verzekering voorraad
- o Verzekering huurderwing
- o Verzekering hefmachines
- o Rechtsbijstandverzekering
- o Productaansprakelijkheidsverzekering
- o Ziekteverzuimpolis
- o Verzekering vrijwilligers

2.1.10 Benchmark

Alle kringloopbedrijven moeten minimaal 1 maal per kalenderjaar de gevraagde gegevens (informatie) aanleveren via de daartoe verstrekte vragenlijst. Dit is een verplichting binnen het Keurmerk. De Benchmark maakt het mogelijk om de eigen organisatie te vergelijken als geheel en op specifieke onderdelen met soortgelijke organisaties. Op basis hiervan kan bepaald worden welke acties ondernomen kunnen worden om de organisatie beter te laten presteren.

Nadere informatie over de Benchmark is terug te vinden op de BKN Intranetsite.

2.1.11 Mandateringsregeling

Alle kringloopbedrijven moeten hun mandatering (autorisaties) vastleggen, al dan niet in de vorm van een formeel vastgestelde mandateringsregeling. Daarin dient aandacht te zijn voor ondermeer het doen van betalingen, aangaan van verplichtingen met derden en het aannemen van personeel.

3.2 Beleid

3.2.1 Strategische planning

Elk kringloopbedrijf moet zijn beleid (strategische planning) formuleren, op schrift stellen en door het bevoegd gezag (de eindverantwoordelijke) laten vaststellen. Dit beleid is de basis voor de inrichting van de organisatie, maar ook voor de sturing, beheersing en verantwoording. Het formuleren van beleid is per onderneming verschillend. Dit hangt sterk af van de omvang, de juridische structuur waarbinnen een kringloopbedrijf valt en de aanwezige kennis en ervaring.

Voor het Keurmerk is het verplicht dat de onderneming haar beleid formuleert en daarin in ieder geval aandacht heeft voor de onderwerpen:

- o Missie
- o Visie

- o Doelstellingen
- o Risico's
- o Strategie

Zoals benoemd zal de diepgang per kringloopbedrijf verschillen. Na verloop van tijd zal het geformuleerde beleid steeds concreter worden, mits daarvoor voldoende aandacht is vanuit het management en bestuur of Raad van Commissarissen.

In deze paragraaf wordt beschreven hoe de doelstellingen van een kringloopbedrijf gerealiseerd kunnen worden en hoe een proces van continu verbeteren geborgd kan worden. De kwaliteitscirkel van Deming is een methodiek om dit te kunnen bereiken.

Missie en visie

Het kringloopbedrijf moet allereerst zijn missie formuleren. Ofwel antwoord geven op de vraag "Welke positie willen wij innemen en waar staan wij voor?".

Op basis van deze missie moet het kringloopbedrijf zijn visie, op de markt waarin hij actief is, formuleren. Ofwel antwoord geven op de vraag "Waar zien wij onze markt naartoe bewegen en hoe positioneren wij ons hierin?".

Doelstellingen

Het kringloopbedrijf moet, naast zijn statutaire doelstellingen, bedrijfsdoelstellingen formuleren waarop gestuurd gaat worden. Deze doelstellingen moeten SMART worden geformuleerd. Dit staat voor Specifiek, Meetbaar, Ambitieuw, Realistisch en Tijdsgebonden.

In ieder geval moeten doelstellingen op de volgende terreinen worden geformuleerd:

- o Hergebruik
- o Werkgelegenheid
- o Financieel

Voor het Keurmerk is het verplicht om op elk van de benoemde terreinen minimaal één SMART doelstelling te formuleren, waarop aantoonbaar wordt gestuurd.

Dat houdt in dat de realisatie van deze SMART doelstellingen terug te vinden is in (management) rapportages.

Daarnaast kan een onderneming natuurlijk doelstellingen op andere terreinen formuleren, zoals:

- o Veiligheid
- o Milieu
- o Maatschappelijk verantwoord ondernemen

Het beschrijven van de doelstellingen moet vormgegeven worden door het opstellen van een (meerjaren)bedrijfsplan en een begroting. Zowel het bedrijfsplan als de begroting moeten door het bevoegd gezag worden vastgesteld.

Risico's

Op basis van de doelstellingen van het kringloopbedrijf dient nagedacht te worden over de belangrijkste risico's waarmee het kringloopbedrijf te maken kan krijgen. Een risico is een gebeurtenis die de realisatie van de doelstellingen negatief kan beïnvloeden. Voor het Keurmerk

is het verplicht om de belangrijkste risico's te benoemen voor het kringloopbedrijf. Bij deze risico's dient ook aangegeven te worden welke beheersmaatregelen getroffen worden om deze risico's te beheersen, waardoor het effect van of de kans op een risico gereduceerd wordt. In de (management)rapportages wordt gerapporteerd over de mate waarin de risico's worden beheerst.

Voorbeelden van risico's die hier bedoeld worden, zijn:

- o Concurrentiepositie
- o Wijzigingen in arbeidsmarktbeleid
- o Inzet vrijwilligers
- o Veiligheid
- o Milieu
- o Bezuinigingen van de overheid
- o Veranderingen bij stakeholders

Strategie

Een strategie geeft de weg weer waarlangs de gedefinieerde doelstellingen van het kringloopbedrijf worden gerealiseerd. Het geeft inzicht in de wijze waarop het kringloopbedrijf dit wil doen, namelijk door het leveren van producten/diensten tegen een zo laag mogelijke prijs of voor een hoge kwaliteit ten opzichte van andere aanbieders in de markt.

Daarnaast bevat de strategie de wijze waarop de groei naar de toekomst plaatsvindt. Dit kan zijn door het concentreren op de huidige producten en markten (beter worden met hetzelfde), productontwikkeling (nieuwe producten in bestaande markten) of marktontwikkeling (bestaande producten in nieuwe markten).

Aan de hand van het strategisch plan wordt de strategie van het kringloopbedrijf in kaart gebracht. Het hebben van een strategisch plan is verplicht.

3.2.2 Inrichting organisatie

Op basis van de missie, visie, doelstellingen en strategie wordt de organisatie ingericht.

Voor het Keurmerk is het verplicht om een organigram te hebben waarin de verschillende functies staan beschreven.

Daarnaast moet worden aangegeven hoe de verdeling van taken, verantwoordelijkheden en bevoegdheden op hoofdlijnen is georganiseerd. Dit kan bijvoorbeeld in de vorm van functiebeschrijvingen of een procuratieregeling. Tevens is het verplicht om te benoemen welke overlegvormen aanwezig zijn om sturing te geven aan de organisatie (strategisch, tactisch en operationeel). Bij deze vormen van overleg is het verplicht om te benoemen wie de voorzitter is, wie de deelnemers zijn, wat het doel is, wat de frequentie van overleg is, wie notuleert en wie verantwoordelijk is voor het bewaken van de actiepunten.

3.2.3 Uitvoering

Uitgaande van de doelstellingen en de inrichting van de organisatie worden de werkprocessen ingericht, uitgevoerd en aangestuurd. In paragraaf 3.3 wordt nader ingegaan op de werkprocessen die binnen elk kringloopbedrijf minimaal beschreven moeten zijn.

3.2.4 Monitoring resultaten

Om grip te houden op de realisatie van de doelstellingen is monitoring (continue bewaking) gewenst. Het is verplicht om met een frequentie van minimaal één keer per half jaar een (management)rapportage op te stellen waarin de realisatie van de doelstellingen wordt beschreven. In deze (management)rapportage moet ook aandacht worden besteed aan de belangrijkste risico's en de beheersmaatregelen die getroffen kunnen worden. En het oordeel over de effectiviteit van maatregelen moet worden vastgesteld. Het kringloopbedrijf moet kunnen aantonen dat hij verbetermanagement belangrijk vindt en hiermee actief aan de slag is. De (management)rapportages moeten door het bevoegd gezag worden vastgesteld.

3.2.5 Verantwoording beleid

Naast monitoring is het voor het Keurmerk verplicht om de verantwoording over het beleid af te leggen. Daaronder wordt verstaan het zorgdragen voor een jaarverslag, waarin minimaal aandacht is voor de volgende zaken: financieel, sociaal, veiligheid, milieu en kwaliteit. Het jaarverslag moet door het bevoegd gezag worden vastgesteld.

3.3 Werkprocessen

3.3.1 Procesgebouw

Binnen elk kringloopbedrijf moet een drietal soorten processen worden onderscheiden, namelijk sturend, primair en ondersteunend. In het onderstaande schema is dit weergegeven. De benoemde processen in het schema zijn de processen die minimaal binnen elk kringloopbedrijf beschreven moeten zijn. Elk kringloopbedrijf is vrij om meerdere processen uit te werken.



3.3.2 Procesafspraken

Ter ondersteuning van de uniformiteit en de uitwisseling tussen leden worden procesafspraken voorgesteld. Dit zijn algemeen geldende afspraken over de wijze waarop processen kunnen worden beschreven. De kringloopbedrijven wordt gevraagd zoveel als mogelijk hierop aan te sluiten om zodoende richting de markt, maar ook onderling, helderheid te geven over de werkwijzen. Daarnaast levert dit ook duidelijkheid op naar de eigen medewerkers en naar stakeholders.

De afspraken die passend zijn voor de BKN en haar leden zijn als volgt:

- Er bestaan 3 procesgroepen, namelijk sturende, primaire en ondersteunende; .. Binnen deze procesgroepen is een verdere onderverdeling naar processen te maken (zie daartoe de uiteenzetting van het procesgebouw); .. Deze processen zijn (voor zover relevant) verder onder te verdelen naar sub processen (denk bijvoorbeeld bij Personeel aan 'intake – aanname – ontwikkeling - exit'); .. Van elk (sub)proces worden de volgende vaste kenmerken vastgelegd: proceseigenaar, procesdoelstelling, input en output; Het aantal activiteiten binnen een (sub)proces is maximaal 10 en heeft een duidelijke ordening; .. De activiteiten worden omschreven met een 'werkwoord' gevolgd door een 'zelfstandig naamwoord' (bijvoorbeeld 'aannemen personeel'); .. Per activiteit worden de rollen die functionarissen vervullen in kaart gebracht met behulp van 'verantwoordelijke' (beslissen), 'uitvoerende', 'ondersteunende' (registreren in systemen), 'geïnformeerde' en 'geraadpleegde' (adviseren); .. Bij elke activiteit wordt een beknopte toelichting gegeven en waar mogelijk wordt verwezen naar een procedure, werkinstructie of ander document (hulpmiddelen). Dit bevordert de overzichtelijkheid.

Functionarissen

Bij de beschrijving van de processen wordt voor de benaming van functionarissen aangesloten op het functiewaarderingssysteem (FuWa) van de BKN. Dit betreft referentiefuncties (indicatief en dus vrij te gebruiken). De volgende functionarissen worden onderscheiden volgens het FuWa:

- Bedrijfsleider
- Afdelingsleider
- Stafffunctionaris
- Administratief Medewerker
- Groepsleider
- Eerste Medewerker Verkoop
- Medewerker Werkplaats/Onderhoud
- Medewerker Kringloop (verkoop / sorteren)
- Logistiek Medewerker
- Chauffeur

3.3.3 Sturend proces

Het sturend proces (genummerd als 1) ofwel Planning & Control is uitgebreid beschreven in paragraaf 3.2, derhalve is geen specifiek proces meer uitgewerkt op dit vlak.

3.3.4 Primaire processen

Het primaire proces binnen kringloopbedrijven kan verschillen. De onderstaande deelprocessen (genummerd 2 tot en met 5) gelden overigens voor elke organisatie, zowel groot als klein. Deze moeten minimaal uitgewerkt zijn voor het kringloopbedrijf. Deze voorbeelden zijn slechts ter indicatie en kunnen worden gehanteerd om de eigen situatie in kaart te brengen.

- 1 Inzamelen
- 2 Sorteren
- 3 Repareren
- 4 Verkopen

Opmerking:

Ter ondersteuning treft u op de intranetsite van de BKN aanvullende documenten welke gerubriceerd zijn naar de afzonderlijke processen. Daarbij valt te denken aan procedures, werkinstructies, voorbeelden uit de praktijk, et cetera.

3.3.5 Ondersteunende processen

De ondersteunende processen binnen kringloopbedrijven kunnen verschillen. De onderstaande processen (genummerd 6 tot en met 9) gelden voor elke organisatie, zowel groot als klein.

Bij elk van de ondersteunende processen worden deelprocessen benoemd die minimaal moeten worden beschreven. Tevens wordt de benodigde documentatie benoemd dat minimaal gedocumenteerd moet zijn.

6 Financiën

Deelprocessen: contractbeheer, crediteurenadministratie, debiteurenadministratie en betalingsverkeer

Documentatie: ordelijke, toegankelijke en actuele administratie, beheerde lijst met gecontracteerde partijen, scheiding boekhouding en bankbetalingen

7 Personeel

Deelprocessen: instroom, doorstroom en uitdiensttreding

Documentatie: standaard indeling personeelsdossiers, actuele personeelsdossiers, jaarlijkse functionerings-/beoordelingsgesprekken

8 ICT

Deelprocessen: beheer

Documentatie: beveiligingsplan, beheerplan

9 Kwaliteit, Arbo en Milieu

Kwaliteit

Deelprocessen: klachtenafhandeling, corrigerende en preventieve maatregelen, interne audits en jaarlijkse beoordeling kwaliteit systeem [management rapportage / verantwoordingsrapportage]

Documentatie: klachtenprocedure, klachtenregister, auditrapportages, managementrapportages

ARBO

Deelprocessen: verzuim, RI&E

Documentatie: verzuimprocedure, bedrijfsnoodplan, BHV plan, RI&E rapportages

MILIEU

Deelprocessen: milieumaatregelen (algemeen)

Documentatie: duurzaamheidsplan

Opmerking:

Ter ondersteuning treft u op de intranetsite van de BKN aanvullende documenten welke gerubriceerd zijn naar de afzonderlijke ondersteunende processen. Daarbij valt te denken aan procedures, werkinstructies, voorbeelden uit de praktijk, et cetera.

4. Beheer van het Keurmerk

4.1 Werkplan

Voor het beheer van de inhoud en voor het monitoren van de werking van het Keurmerk in de praktijk wordt een jaarlijks werkplan opgesteld door de Keurmerkeigenaar en vastgesteld door het bestuur van de BKN. Het werkplan bevat de activiteiten die de Keurmerkeigenaar dient uit te voeren. Tevens dient de Keurmerkeigenaar zich hierover te verantwoorden aan het bestuur van de BKN. De toetsing hierop wordt gedaan door een onafhankelijke derde, Lloyds Register (zie de link www.lrga.nl). **Fout! De hyperlinkverwijzing is ongeldig.**

4.2 Keurmerkeigenaar

De Keurmerkeigenaar van het Keurmerk is de BKN. De Keurmerkeigenaar heeft de verantwoordelijkheid om het Keurmerk adequaat te onderhouden en ter beschikking te stellen aan de Keurmerkhouders (i.c. de leden van de BKN). De Keurmerkeigenaar heeft de bevoegdheid om mutaties door te voeren in het Keurmerk, waarbij ingrijpende wijzigingen eerst worden voorgelegd aan de leden tijdens de Algemene Leden Vergadering (ALV).

4.3 Procedures

Voor het beheer van de inhoud van het Keurmerk zijn procedures opgesteld omtrent het onderhoud, het verbetermanagement en de vrijgave. Deze zijn hieronder kort toegelicht.

4.3.1 Onderhoud

De Keurmerkeigenaar draagt zorg voor ordelijk onderhoud van het Keurmerk. Daartoe wordt een digitale en fysieke projectmap ingericht. Ten minste de voorlaatste versie van alle documenten wordt bewaard om reconstructie van genomen besluiten mogelijk te maken.

4.3.2 Verbetermanagement

De Keurmerkeigenaar is verantwoordelijk voor het adequaat verwerken van vragen en klachten vanuit de Keurmerkhouders. Vragen en klachten worden gemeld via een daartoe ingerichte button op de intranetsite van de BKN. De Keurmerkeigenaar beheert een vragen / klachten database. De Keurmerkeigenaar toetst de tevredenheid onder de Keurmerkhouders op verschillende manieren (enquête, individuele gesprekken met leden en tijdens de ALV). Naast de

vragen en klachten vanuit de Keurmerkhouders verwerkt de Keurmerkeigenaar ook voorkomende geschillen en klachten vanuit stakeholders zoals de gemeenten. De geschillen en klachten worden bijgehouden in een database en daar waar nodig wordt de communicatie naar de Keurmerkhouders verzorgd.

4.3.3 Vrijgave

De Keurmerkeigenaar is verantwoordelijk voor het voeren van adequaat beheer inclusief de vrijgave van nieuwe documenten aan de Keurmerkhouders. Er bestaat een cyclus waarin ten minste 1 maal per jaar de vrijgave wordt gedaan. De nieuwe documenten of gewijzigde documenten worden via de intranetsite van de BKN vrijgegeven en gecommuniceerd.

4.3.4 Overgangstermijn wijzigingen

De keurmerkhouders krijgen 2 jaar de tijd om aanpassingen door te voeren binnen hun organisatie op het moment dat het kader wordt aangepast.

4.4 Tevredenheid

De meting van tevredenheid onder de Keurmerkhouders wordt gedaan via enquêtes, individuele gesprekken en tijdens de ALV. In het jaarlijkse werkplan worden de acties op dit terrein benoemd.

4.5 Vragen / klachten

Het verzamelen en analyseren van vragen en klachten wordt gedaan door de Keurmerkeigenaar. De Keurmerkeigenaar is bevoegd om antwoorden te verstrekken op vragen en afhandeling van klachten te verzorgen. De Keurmerkeigenaar draagt ervoor zorg dat vragen en klachten worden geregistreerd inclusief de afhandeling daarvan. In de jaarlijkse verantwoording aan de ALV worden de kengetallen op dit terrein verstrekt (ontwikkeling aantal vragen/klachten, afhandeling snelheid, trends, et cetera).

4.6 Externe toetsing

De toetsing op het beheer wordt gedaan door een onafhankelijke derde. In het geval van de BKN is ervoor gekozen te werken met een certificerende instelling die jaarlijks een externe audit uitvoert om de werking van de Keurmerkeigenaar te testen. De BKN ontvangt bij een positief resultaat een verklaring van zogenaamd “goed gedrag” (integriteitstoets). Deze externe audit is,

naast het lerende effect dat er vanuit gaat, ook bedoeld om body te geven aan het Keurmerk naar de verschillende stakeholders. De schijn van zelftoetsing (een slager die zijn eigen vlees keurt) wordt op deze manier weggenomen.

4.7 Communicatie

Het Keurmerk is continu aan wijzigingen onderhevig. Het is daarom belangrijk dat voldoende communicatie naar de Keurmerkhouders en naar de verschillende stakeholders plaatsvindt.

De Keurmerkeigenaar heeft de volgende taken:

- De website van de BKN adequaat te onderhouden
- Regelmatig een nieuwsbrief omtrent het Keurmerk rond te sturen
- De aanwezigen tijdens de Algemene Ledenvergadering te informeren
- Een kennisplatform te ontwikkelen en dit adequaat te onderhouden. Jaarlijks worden specifieke acties opgenomen in het werkplan (zie onder 4.1).

APPENDIX 7 INTERVIEW QUESTIONS

This table shows the interview questions and what was answered through interview or through observation.

S=Supervisor/branch leader

M=Managers

F=Financial manager and administrator

D=Director

IQ	Interview Question	S	M	F	D	Observation
1.	What is your task?	x	x	x	x	
2.	Are you a leader?	x	x	x	x	
3.	Are you responsible for employees? Who and what do they do? How are their relationships amongst each other and yourself?	x	x	x	x	(S) Glassware, Clothing, Branch leader (F)
4.	Do you have regular meetings? What is discussed in the meetings?	x	x	x	x	(S)
5.	What is your daily task and of others in the department?	x	x	x	x	
6.	Are you satisfied with the daily tasks or do you wish to make changes?	x	x	x		
7.	Explain the processes (1 or more questions are asked depending on the department and all questions are based on the BKN requirement)	x	x	x	x	
8.	Would you want to change any of the processes? And how?	x	x	x		(F)
9.	Do you update the processes? Or are they updated?		x	x	x	(M)HRM, Back Office
10.	Do you have any knowledge of the handbook of processes?	x	x	x	x	
11.	Do you make use of the handbook of processes?	x	x	x	x	
12.	What is your opinion of the quality label?		x	x	x	(M)HRM, Back Office (F)
13.	How is your relationship with the other managers?		x			(F)
14.	Is there a pricing estimate or list?	X				(S)
15.	How does the procedure of pricing work?	x				(S)
16.	Do you have a clear job description?	x				
17.	Who is your leader and do you turn to him for help?	x				(S)Electro, glassware
18.	Do you have to ask for vacation in Advance?	x	x			(S)
19.	How do the other branches place an order at the department?	x				(S)Glassware, Clothing

20.	How are employees rewarded for performance employee performance at Opnieuw & Co?	x	x	x	(S)(M)(F)
21.	Is there a schedule made for your employees?	x	x		(S) (M)Gen branch manager
22.	May I see the employee files? What do they have to include?		x(HRM)		
23.	The evaluation of employees is written with a specified form?		x(HRM)		
24.	Do you have a "CAO agreement "present?		x(HRM)		
25.	All inflow, outflow of employees has to be written in a process, is it present?		x(HRM)		
26.	Do all employees know the house rules?		x(HRM)		HRM
27.	By giving an employee a checklist to be signed with all the house rules, would this be an option?		x(HRM)		
28.	What types of employment contracts does O&C have?		x(HRM)		
29.	Is there a form for absent or ill employees?		x(HRM)		HRM
30.	Do you have the guidelines for the work giver?		x(HRM)		
31.	Is there a cycle written of the business plan, budget and multi-year plan? Is it in the handbook of processes?			x	
32.	Can you elaborate the content in the budget and business plan?			x	
33.	For who is the business plan?				
34.	Do you have quarterly reports?			x	
35.	Explain the management information and benchmarking procedure?			x	
36.	Can you elaborate more on the procedure of accounts payables and accounts receivables?			x	
37.	Explain the collection facility and logistics at O&Co?		x (only Back Office)		
38.	Why are the pricelists of the departments outdated? Also orders of O&Co for office supplies and canteen?		x(only Back Office)		
39.	Is there a procedure written for store open and closing?		x(only Gen Branch Mngr)		
40.	How are the procedures of cashier with receipts, gift vouchers, cashier control, cash registry?		x(only Gen Branch Mngr)		
41.	Do you have to put your signature when receiving cash bags from the branches?		x(only Gen Branch Mngr)		
42.	Is there a procedure if there are errors in the cash registry?		X(only Gen Branch Mngr)		
43.	Do employees have training for calamity situation?		x(only Gen Branch Mngr)		

44.	Would it be an idea to place robbery and calamity forms in each department for the employees?	x(only Branch Mngr)			
45.	How are the permits and insurances at O&Co?			x	
46.	Are all processes written and known? Including the house rules of O& Co?			x	
47.	Who is in charge of changing the handbook regularly?				(D)
48.	Who is going to be in charge of changing the handbook of processes regularly?			x	
49.	Does O&Co have a business office?				(D)
50.	When is O&Co planning to get a business office?			x	
51.	Are the treasury, authorization rules, approval/consent clearly described?			x	
52.	Whose job is it to correct job descriptions and update them?			x	
53.	Is there an update of the organizational chart?			x	
54.	Will the business office be in charge of marketing and social media at O&Co?			x	

The following questions were asked to formulate a proper recommendation for Opnieuw & Co based on the research models 7Smodel, JD-R model, TQM analyzed on quality label management.

IQ6: To find out the opinion of the employee and if they are satisfied

IQ10, 12: To find out to what extent the stakeholders know about the company goal and company mission

IQ11: Asked their opinion because one recommendation idea is to insert a guide of processes for each department, which will assure the maintenance of the processes

IQ20: used to find out if there is a gap in the scheduling that causes the problem with the placing of employees

IQ8: this is to help jumpstart the processes to be shown to the quality label holder to change the processes of the quality label handbook.

APPENDIX 8 QUALITY LABEL CRITERIA COMPLIANCY AND RECOMMENDATION FOR THE COMPANY

IQ=interview question
(o) = observation

	Quality Criteria	Research	Compliant	Fixed	Recommendation
	Guidelines membership				
1.	Membership guidelines have to be written in the bylaws. Company has to confirm and demonstrate this	(o)	No	Yes	
2.	Company has to be connected to a collective labor agreement (CAO)	IQ23, (o)	Yes		CAO booklet is outdated it is suggested to update when needed.
3.	Company has to be Registered in Chamber of commerce	(o)	Yes		
4.	Company has to have a written management statement/statutes	Internal data company	No	Yes	
5.	Company has to have a written code of conduct and a description of the house rules	IQ 25, IQ 26	No	Yes	
6.	Company has to have a written intake of product and sales terms and conditions	IQ46, (o),	No	Yes	
7.	Given tips of sales terms and conditions to communicate with important parties	Internal data company	No	Yes in the stores	Update on the website
8.	Company has to be accredited as a training company/work company	(o)	Yes		
9.	Permits have to be in order specifically environmental permit (Wabo)	IQ45	No	In transition	Have to have permits in order before auditing
10.	Insurances have to be in order Motor insurance, Director liability insurance, insurance to cover operating costs, accident insurance, liability insurance, asset insurance, environmental insurance, tenant's insurance, insurance on electronic equipment, working capital insurance, stock insurance, insurance of rent, lifting machinery insurance, legal expenses insurance, product liability insurance, absenteeism policy and voluntary insurance	IQ45, (o)	No	Product liability insurance is in transition	Voluntary insurance has to be written on paper and in the files
11.	Benchmark once a year	IQ35	Yes		

12.	Formally established authorization regulation (mandateringsregeling)	IQ51	No	Yes	
	Company Policy				
13.	The company mission, vision, objectives, risks and strategy have to be formulated.	(o) internal data company	No	Yes	
14.	Company has to have an organizational chart: also with job descriptions	IQ1,IQ2,IQ3(o),IQ5,IQ16,IQ17,IQ53	No	Yes	
15.	Forms of consultation need to have the chairman and participants specified, the goal, frequency of consultation, secretary and the responsible one to monitor the action points.	IQ4, (o),IQ5, IQ53	No	Yes	
16.	Monitoring results: it is required to establish the management report every six months with the described achievements of the objectives, the risks and the management that are present.	IQ31, IQ32, IQ34,	Yes		
17.	Accountability of the policy: it is required to deliver a year report with the minimum of financial, social, security, safety, environment and quality. The yearly report has to be established by the persons authorized.	IQ31, IQ33	Yes		
	Work processes				
18.	Building process has to be described have the minimum of three sorts of processes which are the Primary processes, Supporting processes and management processes	IQ5,IQ7 ,IQ37	No	Yes	
19.	Process Agreements: - 3 sorts of processes, have to be divided in sub processes - Each sub process has to be divided in process owner, process objective and input/output -Activities have to be written with a verb and noun -each activity has to state role of the functionary and have to refer correctly for clearness. - The officials names are based on the Job evaluation system (Fuwa)	IQ1, IQ2, IQ3, IQ5, IQ17	No	Yes	
20.	<i>Primary Processes:</i> the minimum of following sub processes have to be described on: intake, sorting, repair and sales	IQ7, IQ14, IQ15, IQ19, IQ37, IQ38, IQ40	No	Yes	
21.	<i>Supporting processes:</i> have to have sub processes described and with the required documentation: -Financial department sub processes: administration, accounts payables, accounts receivables, payment transaction Documentation: accessible and up-to-date records, contract agreements, separating bookkeeping and bank payments	IQ7, IQ36	No	Yes	

22.	-HRM sub processes: inflow and outflow of employees has to be described Documentation: Standard layout personnel files, actual personnel files, yearly performance appraisals	IQ7, IQ21, IQ 22, IQ24, IQ27, IQ28, IQ29, IQ30, (o)	No		To update all the employee files to a specific format
23.	ICT: described ICT management Documentation: safety and management plan	(o)	Yes		
24.	-Quality sub processes: complaints, correcting and prevention measures, internal auditing, annual quality assessment Documentation: complaints procedure, complaints register, auditing reports, management reports	IQ38, IQ41, IQ42,	No		-Receiving company bags of cash: The prevention measures can be improved with the signatures of both general branch manager and administrator.
25.	-Arbo sub processes: Risk assessment and evaluation, absenteeism Documentation: emergency plan, emergency response plan, Risk assessment reports	IQ18, IQ29, IQ39, IQ43, IQ44	No	Yes	Place a to-do with regards to robbery and calamity form in each department for employees
26.	-Environment measures Documentation: sustainability plan	(0)	No		Make a sustainability plan apart from the annual report
Management of label					
27.	-Annual work plan has to be prepared by the quality label manager	(o)	No		
28.	-Quality label processes have to have a quality label manager	IQ47, IQ48	No	In transition	
29.	Procedures: -maintenance (digital and on paper version of the processes) -improvement management (complaints and suggestions have to be tracked in a database which is the task of the quality label manager and when needed communicated with the quality label holders) -annually the documents will be sent via an intranet site to the BKN -	IQ7, IQ8 , (o) IQ9, IQ47	No	yes	
30.	External audit should be conducted	(o)	No		Certify that it will be conducted by a certified institution that is not in relation with members of the BKN association

APPENDIX 9 SUMMARY BKN QUALITY LABEL

1. Introduction

Situations and responses

the industry of recycling is evolving. The stakeholders are expecting an even higher quality of services and products. In addition, the market requirements are becoming even more accurate. Subjects such as chain orientation and cooperation are important. This requires innovative capacity in the recycling companies and in the industry association BKN.

The BKN and its members have responded to the following questions:

"How can we distinguish ourselves from other providers in the market of second-hand goods?"

The idea is to develop a label for the recycling companies originated from the mid-2010 at the Branch Circuit Enterprises Netherlands (BKN). To verify the initial assumptions a certificate was given to various stakeholders. In fact, all stakeholders believe that the quality of the recycling companies can and should rise. For this to be achieved the chain has to get a stronger image to the "outside world". Having a certificate is not just important for the individual members of the BKN, but also for the BKN members as interlocutor with the advocacy.

1.2 Objectives and results

it is important to implement policies so that the professionalism of the industry can increase. Certified Recycling Companies show higher results in more distinctive way than compared to recycling companies without. They also show more clarity towards partners / stakeholders such as local authorities, waste management companies, reintegration companies, sheltered employment and private clients.

Mission

A mission defines an organization and indicates which function the organization wants to fulfill in the market. A mission represents the existence of an organization and is not up for discussions.

Vision

A vision is a consistent look to the future and gives information about how they want to achieve this. A vision can be adapted to changing circumstances in relation to the mission and can therefore be questioned

Label Kringloopbedrijven (BKN)

The label "kringloopbedrijven" will make the quality transparent and will provide assurance that the quality of the processes improves continuously. The label will give specific requirements and guidelines that are regularly reviewed. The label sets the primary process and supporting processes and steering processes as the most important.

Accreditation

Accreditation is the procedure by which an authoritative organization will pronounce a formal recognition that an entity/company is competent to carry out specific tasks.

2.1 House rules of the BKN label

2.1.1 House rules BKN

The BKN has a strict line with regards their house rules. Each company has to comply, confirm and apply to the house rules. The members of the BKN can login on the website to see the most recent information about members and BKN label.

2.1.2 CAO affiliate

Again the company has to be registered to a cao which is a collective labor agreement. The several cao's that they can choose from are for example of the BKN itself which is "Cao kringloopbedrijf", cao social workers, cao health and social workers, and cao council officials.

2.1.3 Register in KVK

The members of the BKN have to be registered in the chamber of commerce (KVK) as proof so they can login to the website of BKN. The members have to receive a registration number from the Chamber of commerce.

Members that are affiliated with the government do not have to comply with this procedure.

2.1.4 Management statement

The BKN has a private limited liability (BV) but other members have a different partnership agreement or an established institution, this has to be stated in their management statements. If the company does not have a

management statement because it is a waste company or a social workers company then they have to insert the house rules of BKN as their management statement.

2.1.5 Code of conduct

Each thrift shop/ BKN member has to have a code of conduct and a management statement present. Each employee and manager have to be aware of the company's code of conduct and house rules of the company itself.

2.1.6 Intake and sales conditions

Each company/ retail store/thrift shop has to have a requirement to take in products and sell products. This implies that each company has to make these requirements clear for the client and the suppliers. Each company has to have at least one requirement of intake products and sales products including the services provided. Alongside, the company has to have a proof that the requirements are clear for the suppliers and clients. The company can make this clear by; stating the requirements in their website, in the shop, in newspapers and flyers.

2.1.7 Accreditation for being a practical training company

Each thrift shop/BKN member has to acquire a minimum of 1 accreditation to become a training company and grant traineeships. The company has to prove that they have accreditation and that they are active in granting traineeships. There are several accreditation companies to choose from which are KCHANDEL, ECABO, Kenteq, Innovam, VTL, and Calibris. In most cases the regional education center will work together with these companies to initiate accreditation.

2.1.8 Permits

Each BKN member has to have the relevant permits in order and the company has to prove that the permits are updated and if they fit with the company. The permits are different depending on the region. In 2010, the general environmental law (wabo) was introduced. The law bundles 25 different permits in one environmental permit. There is only one environmental permit needed to do for example, to construct, chop down, demolish and make use of an area. The environmental permit can be asked online via the environmental center (omgevingsloket).

2.1.9 Insurances

Each company has to have and prove that they have the relevant insurances in order. The amount of insurances needed will depend on the type of company. It is advised to contact the insurance advisor at Rabobank where the BKN has a covering agreement with Rabobank and Zichtadvisors for the beneficial closing of insurances the types of insurances are the following; Motor insurance, Director liability insurance, insurance to cover operating costs, accident insurance, liability insurance, asset insurance, environmental insurance, tenant's insurance, insurance on electronic equipment, working capital insurance, stock insurance, insurance of rent, lifting machinery insurance, legal expenses insurance, product liability insurance, absenteeism policy and voluntary insurance.

2.1.10 Benchmark

Each year the members of the BKN have to send the asked information of their company into the provided questionnaire via the BKN intrasite

2.1.11 Authorization regulation

Each company has to have an authorization regulation present or otherwise a formal established authorization regulation. The focus will have to be on the following areas; payments, relations with third parties and hiring of employees.

2.2 Management

2.2.1 Strategic planning

Each thrift shop has to have a strategic planning on paper and has to propose by the authorized person in the company. The label requires the company to insert the following in their strategic planning; Mission, Vision, objectives, risks, strategies.

This paragraph will explain the objectives and how they can be reached;

Mission and vision: the thrift shop has to formulate their mission and vision. Or answer the following questions. "What is the position we want to take? And what do we stand for?" and "where do we see ourselves in the market and what is our market position?"

Objectives: the company must, in addition to its statutory objectives, formulate its business objectives. The objectives have to be formulated with the help of the SMART which means, specific, measurable, ambitious, and realistic and time bound.

Objectives have to be formulated importantly in the following areas; reuse, employment and financial. Of course the objectives can also be formulated for the following areas; safety, sustainability and environment.

The objectives will have to be shown in a business plan or and the budget which also has to be formulated by the authoritative person in the company.

Risks: In the writing of the risks, the control measures must also be indicated, thus negating the likelihood of a risk is reduced. The management report has to indicate the degree of risk that has to be controlled. Examples of risks are: competition, changes in the labor market, commitment of volunteers, safety, environment, government cuts and changes in stakeholders.

Strategy: the strategy will be used as a guide for the defined objectives to be realized. The strategy will also have to define how the growth will take place in the following years.

2.2.2 Structure of the organization

The label requires the companies to have an organizational chart. It is required that the functions in the organizational chart are described. The functions can be described with the form of job descriptions. It is also required to appoint the types of consultation forms to help steer the company (strategic, tactic, and operational). These types of consultations have to require an appointed chairman, the participants, the frequency of the consultation/meeting, a person to write the minutes and monitor whom is responsible for monitoring action.

2.2.3 Execution

Based on the objectives and structure of the organization, the processes are implemented and managed.

2.2.4 Monitoring results

In order to monitor the achievement of the objectives, it is required to make a management report every half year which will state the objectives and achievements towards them. In the management report the attention has to be put in the major risks and the control measures used. The management reports have to be signed by the authorized person in the company.

Besides monitoring the label requires the company to be responsible for the accountability. This entails ensuring a report, in which attention will be placed in the following; financial, social, safety, environment and quality. The annual report has to be made and signed by an authoritative figure in the company.

2.3 Work processes

Within each company three types of processes must be distinguished, namely, steering, primary and supporting. Each company is free to insert more processes.

Process agreements

The process agreements are the general agreements on how processes can be described. It is highly recommended that the companies take these agreements into account and adapt to them. The agreements that are appropriate for BKN and its members are as follows;

- There are three process groups, namely steering, primary and supportive
- Within these processes, it can be further divided into subdivision processes.
- Each sub- or process has to have fixed characteristics defined such as the process owner, process objectives and input and outputs.
- The number of activities within a (sub) process is up to 10 and has a clear order.
- The activities are defined by a "verb" followed by a "noun" (e.g. hiring employee)
- Each activity has to describe the roles involved which are; responsibility (decision making), executor, supporter (registering in the system), informant, consultant (advisor)
- Each activity has to have a brief explanation and, where possible, references are made in a procedure, work instruction and other documents. This promotes clarity in the procedures.

The naming of functions in the company is based on the system of FUWA which is job evaluation system. This includes reference functions of the BKN.

2.3 Steering process: the steering process is widely described in section 3.2 therefore there is no specific process written for this area.

2.4 Primary processes

The primary process in different thrift shops may differ but the following processes apply to any other organization, both large or small; Collection, sorting, repair and sales.

2.3.5 Supporting processes

As primary processes the supporting processes may differ but the following processes shall apply to any organization, large or small;

Finance;

sub processes: administration, accounts payables, accounts receivables, payment transaction

Documentation: accessible and up-to-date records, contract agreements, separating bookkeeping and bank payments.

HR;

Sub processes: described inflow and outflow of employees

Documentation: standard layout for personnel files, actual personnel files, yearly performance appraisals

ICT; described ICT management

Documentation: safety and management plan

Quality;

sub processes: complaints, correcting and prevention measures, internal auditing, and annual quality assessment.

Documentation: complaints procedure, complaints register, auditing reports, management reports.

Arbo;

Sub processes: risk assessment and evaluation, absenteeism

Documentation: emergency plan, risk assessment reports.

Environment measures; sustainability plan.

3. Management of the quality label

An annual work plan has to be prepared by the quality label manager and quality label processes have to have a quality label manager

3.1 Procedures

Maintenance(digital and on paper version of the processes)

Improvement management(complaints and suggestions have to be tracked in a database which is the task of the quality label manager and when needed communicated with the quality label holders)

Annually the documents will have to be sent via an intranet site to the BKN

External audit should also be conducted which BKN chose as a certified company that will yearly conduct external audit. The BKN will receive a positive or negative result. The bkn wants to accomplish this to take away the risk that a company will audit themselves.

APPENDIX 10 EXAMPLE OF A FIXED PROCEDURE TO QUALITY LABEL STANDARDS (IN DUTCH)

Hoofdstuk	: 1. Inzamelen en Logistiek
Deel	: 1.1 Plannen ophaal- en bezorgritten
Versie	: 11 januari 2013
Auteur	: K. Bezemer en Laclé,

Doel

Het doel van het proces planning en ophalen is om zo efficiënt en zoveel mogelijk goederen te verzamelen die verkocht kunnen worden in de winkels van Opnieuw & Co.

Voor wie is deze procedure?

Het proces wordt gestuurd door de bedrijfsleider back office en wordt ondersteund door andere medewerkers.

- Telefoniste: Zij regelt alle afspraken met de klanten, de planningen en ze verwerkt de gegevens van de afspraken in het systeem.
- Chauffeurs/ rijders: Zij zijn verantwoordelijk voor het ophalen van goederen en het meenemen van goederen naar de filialen.

Input/Output

In dit proces zijn er twee beginpunten namelijk:

- De klant kan telefonisch een afspraak maken
- De klant kan op de site van Opnieuw & Co een afspraak maken om hun goederen te komen halen.

Telefonisch

De stappen die de telefoniste doorloop zijn:

- Klant belt om een afspraak te maken.
- Telefoniste werkt vragenlijst af. (zie paragraaf 1.2 voor de richtlijnen telefoniste)
- De telefoniste beslist of de goederen aan de inname voorwaarden voldoen. Voldoen de goederen niet dan wordt de klant doorverwezen naar HVC.
- Als er wel aan wordt voldaan dan zorgt de telefoniste ervoor dat de afspraak wordt ingeboekt in het systeem.

Via internet

Als een klant online een afspraak maakt dan wordt deze klant de volgende werkdag terug gemaild door de telefoniste voor het bevestigen van de afspraak. In bijzondere gevallen wordt er door de telefoniste teruggebeld naar de klant.

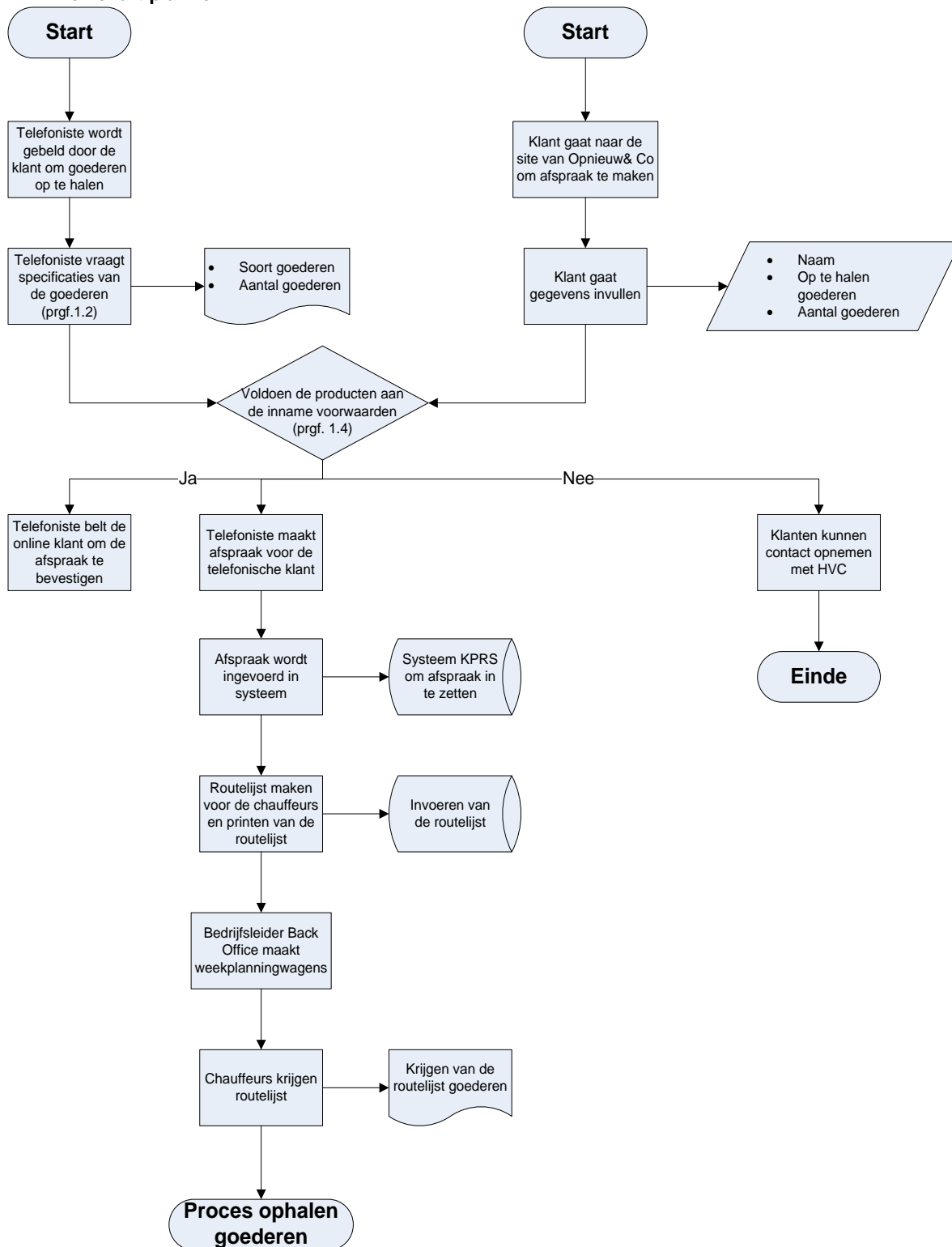
Routelijst

De stappen zijn:

- De telefoniste maakt aan de hand van klantgegevens een planning voor de chauffeurs. In deze planning staan de goederen die ze moeten ophalen en de locatie waar ze heen moeten.
- De chauffeurs zorgen voor het ophalen van de goederen die in de planning staan.
- Als er bij een ophaaladres gevraagd wordt of de chauffeurs extra goederen willen meenemen, dan kunnen ze de extra goederen meenemen of er wordt een nieuwe afspraak gemaakt voor het ophalen van de rest van de goederen.
- Als alle goederen zijn opgehaald dan worden ze gebracht naar een filiaal van Opnieuw & Co. Eenmaal daar aangekomen begint het proces sorteren en prijzen (hoofdstuk 2).
- Na het rijden van de route, verwerkt de telefoniste de routelijsten van de chauffeurs in het routeplansysteem en het opbergen van de routelijsten.

Op deze pagina staat de eerste flowchart namelijk die van het plannen. Op de volgende pagina staat de tweede flowchart van het ophalen van goederen.

Flowchart plannen



Flowchart ophalen van goederen

