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Module Title: Strategic Marketing Management

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Requirements for this examination:

Note to Candidates: Please check the Programme Title and the Module Title to ensure that you have received the correct examination paper.
If in doubt please contact an Invigilator.

EXAM QUESTION

You are a management consultancy hired by QC Interiors to give them direction on their business strategy and brand strategy going forward in order to help them achieve their objectives, with a particular focus on 2009.

You will need to do the following:

1. Outline to your client how you will approach this task i.e the methodology that you will employ.
2. Outline what QC needs to do (your recommendations based on your analysis of the case study) focusing on the business and brand strategy that they should adopt in order to enable them to achieve their objectives.
(You should base your recommendations on the information contained within the case study and information that is available externally on the competitive set)

Case Study

INTRODUCTION

QC Interiors is an Irish owned company, based in Ballymakeera, Co. Cork and has been in business for the last twelve years. The retail outlet is a former dancehall that is tucked in off the Cork to Killarney road and a few kilometres from the town of Ballymakeera. QC Interiors specialises in the design and manufacture of curtains and soft furnishings for both trade and domestic clients based in Ireland, however, this was not always the case. The owners of QC Interiors are Bill and Siobhán Scanlon, Bill has managed the business since its inception with Siobhán coming into the business over two years ago.

The name QC Interiors is a derivative of The Quilt Centre, which is the original name of the company and was developed to reflect the initial product focus of the company which was the production of quilts, predominantly for the American tourist market. Tourists on the road from Cork to Killarney used to visit the Quilt Centre which along with displaying quilts (made to order, including the traditional style patchwork quilt as well as modern goose down quilts) used to sell traditional style knitted jumpers and souvenirs to appeal to this predominantly tourist audience.

Everything changed on September 11th, 2001, the American tourist to Ireland never regained in numbers and the focus on quilts only became untenable. In 2002 the company switched focus to the design and production of curtains and soft furnishings, made possible by the building of a manufacturing facility in the town of Ballymakeera. For the past six years the company has been very successful designing and manufacturing curtains and soft furnishings (cushions, valences, curtain ties, pelmets, bedspreads, duvet covers & sheets, upholstery for furniture, fabric for headboards) for the trade (architects, interior designers, hotel owners/management) and the non-trade (predominantly for domestic clients based in the Kerry region). QC also supplies blinds and wallpaper, but curtains is the core business and accounts for 90% of turnover.

The housing boom over the past ten years provided a steady stream of lucrative work for QC, where QC was a supplier to the interior designers of architects firms. In many cases the interior designer of the architecture firm selected the fabric from their own fabric books and got QC to order the fabric from the manufacturer and make up the pieces required and fit the pieces in the designated showhouses. QC was more like a partner to the independent designers as QC works closely with the interior designer in providing the overall solution to the client and often QC's retail outlet acts as a base for the designer.

QC Interiors has one of the largest ranges of fabric catalogues in the country with many of their fabric ranges sourced from top international designers and the store itself is likened to a treasure trove by local interior designers who often bring their clients to the store to pick out fabrics and can spend hours there themselves selecting fabrics for different jobs. Though QC focuses on the mid to high range, QC stocks fabrics to suit all tastes and budgets from €20/square metre – €400/square metre. QC does not display the fabric in-store, the client has to select the fabric swatches from the fabric books within the store.

Though business has been very steady over the past number of years, with year on year growth, with the economic downturn, however, business has decreased dramatically (down 25% when compared with Quarter 3 2007) and QC Interiors have to address a number of issues if they are to survive.

OBJECTIVES

- To grow the business by 10% in 2009.
- To increase the trade client base by 50%.
- To increase the non-trade client base by 100%.

- To begin to shift the ratio of trade to non-trade which is currently 80%/20% in terms of % turnover to 50%/50%.
- To move the business from 90% turnover derived from curtains to 25% turnover from furniture & accessories.
- To build awareness for the business amongst the non-trade audience, particularly those who have not been targeted through marketing to date (except through advertising in a number of interiors magazines)
- To resolve all branding & marketing issues

MARKETING

QC Interiors has never developed a marketing plan or employed a dedicated marketing resource. Concepts for print based advertising are managed in-house by one of the interior designers who also designed the QC logo. QC Interiors does not have a website and brochure. The entire marketing budget for 2009 is €30,000. QC will have also spent approximately this amount in 2008.

Product

For the past six years the company has been very successful designing and manufacturing curtains and soft furnishings. QC also supplies blinds (Roman, Wooden – blinds are made to order and any colour wooden blind can be sourced) and wallpaper. Curtains are 90% of the business, blinds are 5%, with upholstery and furniture 1% of the business.

Price

QC stocks fabrics ranging from €20/sq metre to €400/sq metre. The costs of labour for making up the curtains and soft furnishings are competitive and are based on the time spent making up the product & hanging the curtains. The labour charges do not get more expensive as the price of the fabric increases but stay standard, irrespective of fabric price. This aspect of pricing is very attractive to interior designers.

Place

QC is based in Ballymakeera and delivers to clients all over Ireland.

Promotion

Sales are generated mainly by referral within the trade and non-trade and deals are finalised through face-to-face meetings between the client and either one of the business owners. For meetings with the trade (hotel owners etc.) often on the first and second meeting the business owner will bring along an interior designer (QC has two interior designers working full-time, with one focused on the trade and the other focused on the non-trade side of the business) to offer advice and make recommendations. For the retail side of the business, one interior designer focuses on clients who walk in off the street and will spend a significant amount of time with them, often examining photos that they have taken of their houses, swatches, paint samples etc. and will offer recommendations re styling the room. The interior design services that are provided to the trade and non-trade are free of charge.

In relation to promotion, QC Interiors to date has only focused on print based advertising, in publications like The Killarney Outlook, Irish Homes Interiors & Living, House and Home and Munster Interiors. All of these publications have worked to some extent in generating awareness, however, how effective each of these publications is in generating sales has not been measured in a structured manner, just through asking people who have visited the store where they have heard about QC Interiors it's clear that the Killarney Outlook and Munster Interiors have generated the best response rates, however, QC is not very well known outside the trade apart from the loyal customer base mainly within a sixty mile radius which excludes Cork city and surrounding areas and many trade clients when asked (particularly the interior designers within

architecture firms) are unaware that QC can produce anything else beyond curtains and blinds. The spend on advertising for all of these publications has been approx. €25,000/annum for 2008. In addition, QC Interiors has hosted one customer evening in the store recently which generated a positive response.

BRANDING

(A) The Name/s & logos:

The company at present has two names that it trades under – QC Interiors, which is the name directed at the retail/domestic market and Sullane Valley which is the name directed at the trade and was developed for tax purposes, however, the original name The Quilt Centre is still embedded in clients minds (trade clients and clients within the locale that go back a long way with QC) and this is the name that they use when they refer to the company. Trade clients refer to the company as The Quilt Centre, however, they are aware that when they are invoiced by QC the name that is used is Sullane Valley.

QC Interiors is the name that features on stationery directed at the domestic market, however, in the address across the bottom of the letterhead and business cards the name is written as Quilt Centre Interiors. Both the QC Interiors and Sullane Valley names have very similar design styles. The exterior signage still features The Quilt Centre as the name.

The Logo & Compliment Slip





(B) Signage & Store:

The retail outlet is a former dancehall that is tucked in off the side of the road one or two kilometres from the town of Ballymakeera. There are two signs for the store, one on the left hand side of the road a few metres from the building itself (both the building and the sign itself are very difficult to spot) and one that is placed on the façade of the building. All of these signs still use the name – The Quilt Centre.

(C) Design Style

Both the QC Interiors and Sullane Valley logos are very similar in the manner in which they are represented visually.

THE PEOPLE

QC currently has 15 people working for the company, with 8 in the manufacturing facility and six people in the store itself (the two owners, two interior designers, accountant and administration person) with one person on the road fitting curtains for both trade and non-trade clients full-time.

THE CLIENTS

Trade Clients

A sample of some of the hotel clients that QC has provided curtains and soft furnishings for include;

- The Clarion hotels (Dublin/Limerick & Cork)
- The Kingsley
- The Brehon
- The Gleneagle
- Sheen Falls
- The G Hotel
- Fota Hotel
- The Cliff House hotel
- Rochestown Park Hotel
- Carrigaline Court

- Cork International Airport
- Castlemartyr
- Manor West

QC would have also supplied some specially commissioned furniture, bedroom chairs mainly which would have been covered in specific fabric to some of these hotels. QC sources these chairs either locally or abroad and they are made to order.

QC also works with some of the top architectural firms in the country and with interior designers who are based mainly in the Kerry region.

Non-Trade Clients

QC has a very loyal customer base and is well known within a 60mile radius. Most clients have been with QC for more than 5 years up to 12years. QC has worked on some of the most prestigious private residences, in the Kerry region predominantly. In terms of a split, 60% of customers come from Kerry and 40% come from Cork.

THE COMPETITION

Retail Competitors How they describe themselves

Ka:	Fabric Retailer/Specialists in high quality curtain fabrics & furniture.
O'Mahony Interiors:	Specialists in home & commercial interiors
Casey's:	Furniture
Laura Ashley:	Home Furnishings
In Style Interiors:	Interior Design Services
O'Riordan Interiors:	Specialists in the consultation, manufacture, supply & fit of curtains, blinds, upholstery fabrics, poles, full make-up & fitting service for commercial, industrial & domestic purposes.

Trade Competitors

Cotton Box:	Irish Interior Design Co/Unique interior design & fit-out service
J. P. Glass:	No website
T D Quilting:	Curtain & quilted bed spread manufacturer/specialist in curtain making & quilting.
Patton Interiors:	Interior design & soft furnishing manufacturers to the contract & domestic market
Glenmore Linens & Interiors:	Supply soft furnishings, linen supplies & interior design
Rathgael Furnishings:	Soft furnishings manufacturers. Design interiors & manufacturer furnishings
Bracken Interiors:	Blind & curtain wholesalers

SUPPLIERS

QC stocks up to 20 main fabric brands, with some of these brands in the very high end. A selection of the fabric brands are as follows;

- Jane Churchill fabrics
- Christian Fishchbacher (Guru in Fabric)
- SilentGliss (Best brand in curtain tracks)
- Cremins Moisselle
- The Designers Guild

*The design Centre in Chelsea harbour being the place to go for fabrics.

THE RESEARCH

QC Interiors commissioned a research consultancy to undertake research with trade clients in the form of in-depth phone interviews and undertake research with management and staff in the form of a workshop. No research has been undertaken with the non-trade audience. The following are key extracts from both types of research.

Trade Research

QC Interiors undertook research with the trade to get a better understanding of how they are perceived by this audience and for how they could improve their offering. Ten in-depth interviews were undertaken with an even representation of the following types of audiences; hotel owners, independent interior designers, interior designers that are working in architects offices.

The top-line findings from this research exercise were as follows;

At an overall level, all of the clients that were interviewed claimed to be **very satisfied** with *QC Interiors* as a service provider currently for the following reasons;

- Approachable, friendly & personable people, easy to work with, no "hard-sell", come up with good ideas & they are good listeners, they're flexible. The owners come in for high praise, most clients deal with one or other directly (the potential downside here is that clients become too comfortable with dealing exclusively with the owners)
- The level of service they get at QC Interiors is excellent & QC continually demonstrates its commitment to making their clients happy unlike certain other providers.
- Huge range of quality fabrics from bargain to high end that QC will measure, make and hang.
- Highly professional service delivered, with great pride evident.
- Reliability i.e. *QC* can be counted on to get the job done, their word means something. *QC* will pull out all the stops and this gives the client the reassurance they need that they can deliver an excellent end product to their client.
- Generally speedy responses to queries and requests
- One-stop-shop means less stress & more accountability, which is reassuring for the client.

Things that clients said were 'the best thing' about QC Interiors included:

- The People – accessible, engaging, straightforward, accommodating, welcoming, personable, helpful, friendly, professional – *"they are as good as their word" "they treat everyone the same, whether you are buying one cushion or twenty."*
- The Library of Fabrics, which is perceived to be one of the best, is on-trend and has a vast range.
- One-stop-shop – ability to supply fabrics & manufacture curtains, throws, cushions is a real plus, interior designers (outside architectural firms) use suppliers who can supply and fit as it reduces risk and from their client's point of view, it's easier – they get one invoice only. Hotel owners want accountability.
- Strong on Ideas – have the ability to come up with design solutions if required. *QC* are perceived to have a wealth of knowledge, it's recognised that *QC* add value from an interior design perspective, great for giving advice.

Things that could be improved by QC included:

The reasons clients gave for not giving *QC Interiors* top marks in terms of overall satisfaction were functional in nature and centred around Processes & Procedures. It was felt that *QC* tended to be slow in getting quotes out and that there was no consistency in terms of timelines for supplying quotes. Clients highlighted that they would appreciate it if they were informed by *QC* when they should receive the quote. Another issue was that when one of the key

administration people was away that it was not a seamless transition when clients needed information urgently and other employees could not access it. Also, clients who are used to dealing with Bill and Siobhan prefer to deal with them exclusively on a continuous basis.

The most important things to clients when choosing a business like QC Interiors;

1. Deliver on-time.
2. Take the time to listen to me.
3. Stick to the budget.
4. One-stop-shop.

How QC was perceived versus the competition;

- Most of the clients seemed very loyal to QC Interiors and gave it all of their business.
- Compared to others QC was rated better in terms of;
 - Quality and range of fabrics
 - The fact that QC can source, manufacture & hang
 - Personable, can-do nature of the people and the fact that QC's word holds.

How QC is perceived on price;

- Price is not the most important driver for clients.
- QC Interiors was perceived by the majority as being quite price competitive & delivering great value for money considering all the added benefits of dealing with QC - knowledgeable & friendly staff, great fabrics, prepared to go the extra mile, "treasure trove" of a showroom.
- It was felt that the costs for making up the curtains are competitive and do not fluctuate depending on the expense of the fabric selected.

How do clients rate QC in terms of value for money

- QC is perceived to deliver great value for money for the standard of work that they deliver.
- QC are perceived to be able to work within anyone's budget & they won't scale up the fitting costs if the curtains are more expensive, it's the same no matter what.
- Clients perceive QC to operate mainly in the mid-to-high end.
- For clients that are on a middle range budget, QC is perceived to be fine, a few nicer budget books & fabrics would be a good addition.

"Their price range is good, because if I go in for a budget job, I can still get interesting patterns, but I don't have to spend €200/metre & I can get something that's € 400/metre if a client wants that. I can scale up and down the persons budget depending on the books you show them."

The key things that clients felt QC Interiors differentiates itself on were:

- **Their people:**
 - More accommodating, more inclined to talk things through & be flexible in terms of what they can do, feel as if they can use QC for anything – communication is very open. Other companies are perceived to stick within a tight remit.
 - Very customer focused; Prepared to give each person a lot of time & treat everyone the same.
 - Professionalism – their dress, the way they interact, their pride in doing a great job.
- **One-stop-shop:** The fact that QC can order in the fabrics for the interior designer and then make-up.
- **The Range of fabrics:** Clients perceive QC to have an excellent range from budget to high end.

- **Location:** For clients in the Kerry region it's a huge positive that they can drive to the store, talk to their contact, see how they operate and even bring their client along with them. It's recognised that very few companies/if any in Ireland both supply the range of fabrics that QC offers and also manufacture and hang. Certainly in Kerry it's perceived there are no other companies like QC, a number of clients mentioned that QC is as good as what's available in Dublin & London because of the quality & range of fabrics.

How QC performs on its marketing:

- The vast majority of the clients believe that QC Interiors doesn't market or promote itself and rated QC's marketing very poorly.
- Trade clients admitted that if they had not met with either Bill or Siobhan personally at the initial stages of the selling process that they would never have heard of The Quilt Centre (all clients refer to the company as The Quilt Centre). They felt that The Quilt Centre was an unknown entity outside the trade.
- All believed that QC was not realising its potential and felt that the lack of marketing was a direct factor in this. They felt that QC would benefit from having at a minimum the "basics" - website & brochure and felt that the window of the showroom was an underutilised opportunity for QC to convey what it does and at the same time lure people into the store.
- Clients who were aware of QC's adverts in various magazines believed that the level that QC is at in terms of its service, quality & range of fabrics etc. is not conveyed through the advertising and that it needs to be more "aspirational" & "sophisticated" possibly exploring room set-ups etc.
- All clients refer to the company as The Quilt Centre, most were unaware of the name QC Interiors. This is unsurprising as the majority of those interviewed have a relationship with QC that spans a number of years & would have been introduced to the company as The Quilt Centre.
- Sullane Valley Manufacturing is a name familiar to the clients as the name that is used by the Quilt Centre for invoicing purposes. All the interior designers from architecture firms refer to the company as Sullane Valley.

What Business do clients think QC Interiors is in? Some comments

Making up curtains, bedspreads and cushions, didn't know they had fabrics.

Everything from fabrics to wallpaper to paint colours.

Soft furnishing suppliers & curtain manufacturers.

Interior designs, curtains, quilts, blinds, wallpaper, accessories.

Soft furnishings.

Curtains & blinds.

Bespoke service in soft furnishings.

Could QC describe themselves as a design centre? Some comments

No. I would assume that everything to do with design you could find it.

Yes. QC can grow into it. Not a false description because they are a design centre, they help you design your room, they're doing everything from fabrics right through.

Design Centre opens it up & entices you to go in.

Yes. It would be a good fit. They would need an out of shop design service.

Could QC describe themselves as an "Interiors" store? Some comments

Not a good fit. They are a supplier. Interiors is a full service, getting involved with pre-planning drawings.

Interiors doesn't cover the gamut of what they do.

Interiors is just the curtains, carpets & flooring.

Doesn't give you a sense of the full breadth of all they do.

They just make curtains.

Summary of key findings

QC is highly regarded by the trade for a number of reasons, its key points of difference to the competition is perceived to be;

1. It's recognised that very few companies supply the range & quality of fabrics that QC does *"as good as what is available in London & Dublin"*.
2. For Kerry based customers, the showroom is a huge plus – it's almost a proxy showroom for their own clients
3. One-stop-shop: Supply, Manufacture & fit is a key factor in choosing QC
4. Excellent & personable customer service where no matter what the size of the job, everyone is treated equally
5. Direct contact with the owners a big +.
6. Perceived as price competitive.

INTERNAL RESEARCH

A S.W.O.T Analysis was undertaken, the outputs of which are as follows;

STRENGTHS

1. Experience:

- Designers on the manufacturing side are working on the business a long time, it's an asset.

2. Reputation & Our people:

- We care, we look after our clients, offer personal service
- We do what we say we will do. Clients problems are sorted immediately

3. The biggest range & choice of fabrics

- Huge range of books
- Workmanship & quality. We guarantee quality.
- Ability to offer alternatives to what was specified, a good quality option but cheaper.

4. Established Client base

- 30% repeat business for commercial clients.
- 80/20 breakdown: Commercial/Residential.

5. Good at selling

6. Price

- Always beat the competition on price.
- Provide accurate costings.
- Competitive pricing from suppliers.

7. Good long term relationship with suppliers but suppliers do not guarantee exclusivity.

8. Work to schedule

9. Trend focused

- Invest in sending the interior designers to trade shows.
- Meet with reps every year from each supplier.

10. Location & staff:

- Personnel with qualifications & skill.

11. One-stop-shop:

- Supply & Manufacture.

12. Two qualified In-house Interior designers.

- One interior designer works with the domestic market, the other interior designer focuses on the trade.

WEAKNESSES

1. Marketing:
 - No brochures/website that can be accessed for information by customers.
 - No advertising that works at a conceptual level, it's middle of the road and relatively anonymous.
 - Signage – still has the old name – the Quilt Centre.
2. Lack of Quality Control for manufacturing facility:
 - Need to employ a person who is "independent" that can say to the staff in the manufacturing facility "that's not good enough" and can provide the bridge between the manufacturing facility and the store. Currently the interior designers do not see the product before it goes out.
3. Location
 - It's difficult to see the store from the roadside.
4. Lack of in-house training
5. Lack of teamwork between workshop and shop floor staff.
6. Limited time for multiple urgent costings.
7. Need a better structure for collecting money:
 - Can be too accommodating sometimes.
8. Perception that we are too expensive
9. Have interior designers but don't charge them out. They offer a free "added value" service.

OPPORTUNITIES

1. Marketing: Advertising on contract side/Brochures in hotel rooms & architecture offices/website/labelling of products
2. Product Expansion/Extension: Electric rails, shutters, furniture.
3. Offer an all-in-one interior service for the trade(furniture, flooring, walls, accessories, soft furnishings).
4. Ongoing contact with hotels: After 12 months to establish if any further work is required.
5. Go aggressively after the larger jobs
6. Interior Design Service for the non-trade that is charged to the client.
7. Overseas Projects & New Projects (refurbishment & offices)
8. Develop a detailed order sheet for private orders so that every detail with regard to the order is captured: Consider a different book for private orders and commercial orders.
9. Develop a project portfolio – which will feature professional photography of all settings for both trade and non-trade clients etc.
10. Some competitors don't have websites.

THREATS

1. Bad Debts
2. Cash Flow: Credit terms/length of credit
3. More Active Competitors: Commercial: Cotton Box & JP Glass. Domestic: O'Mahony Interiors & O'Riordan.
4. Foreign Imports
5. Economic downturn means more price sensitivity
6. Internet shopping for fabrics

PROPOSED VISION STATEMENTS FOR QC INTERIORS DEVELOPED BY STAFF

'For the discerning customer, who is looking for something different and needs to relax & entertain at home in beautiful surroundings, QC Interiors is a company to cater for individual homes at any cost. QC Interiors provides bespoke ideas & environments, unlike run-of-the-mill ready mades.'

'For a person who is house proud, who appreciates style and fashion and a particularly good product, QC Interiors is a design centre that provides a good service, great experience, unlike ready made curtains.'

'For our clients who are discerning and require our assistance in choosing their soft furnishings, QC Interiors is a quality design centre that provides necessary manpower & services to satisfy our clients, unlike ready mades QC Interiors designs for the customer (custom designed). We feel that we can take the pressure from the client by offering a one-to-one service.'

'For private residential and contract clients who are style conscious and are looking for a professional service from A-Z, QC Interiors is a design centre that provides bespoke solutions to the client's needs. Unlike ready-made soft furnishings, QC Interiors provides product & service that will satisfy even the most demanding clients.'

WHAT BUSINESS IS QC IN?

Staff and management had very disparate views on what business QC Interiors is in, as follows;

*Bespoke design centre.
Bespoke design & manufacturing company
Curtains & soft furnishings shop.
The design business.
Design Centre
Design Centre & Interiors
Curtains, soft furnishings shop & furniture.
Interior design business.
Specialists in the design & fitting of all interiors & soft furnishings.
Fabric interior design
Interior centre
Retail & manufacturing company of soft furnishings*

What about a descriptor?

*Bespoke design & manufacturing company.'
Design Centre.
Design Centre & Interiors.
Fabric Interior Design.
Interior Centre.
Fabric Interior Design.*

How QC was described in the Sunday Tribune, November 4th 2007

'Retail & manufacturing company of soft furnishings.'

APPENDIX

Article, Sunday Tribune, November 4th 2007.

QC Interiors; helping you design your dream home

QC INTERIORS, or Sullane Valley Manufacturing, as they are known to some, is an Irish grown retail and manufacturing company of soft furnishings, built on a mix of strong customer values, a skilled workforce and fabulous fabrics from around the world.

Based in Ballymakeera on the N22 road, forty minutes from Cork City, twenty minutes from Killarney town, QC Interiors works in a tranquil, professional environment in a location that enables it to service the nation's interior design needs.

From its showroom in Ballymakeera QC Interiors works to please a wide range of customers, from large hoteliers to small domestic customers. When it comes to customer service, quantity is not an issue for QC Interiors.

Hosting an extensive library in terms of its product portfolio, QC Interiors offers a huge range of fabrics from which the customer can have curtains, wallpapers, blinds, rugs, throws, cushions and bed linen tailor made to suit their tastes. There is a wide choice of upholstery fabrics. The material used includes silk, velvet, cotton, linen and voiles to name a few and is sourced from all over the world to ensure our customers can select from this wide range of fabrics and then consult with QC Interiors in-house designers to input their own taste and ideas into the process.

"Our in-house designers help the customer to choose suitable fabrics and the customer of course has their input," explains Siobhan Ui Scannlain, co-director of the company.

"That's where we pride ourselves in being different. We are customer-orientated and give them time to explain their needs and we can then use our expertise and experience to help them get the interior they want."

November 4, 2007