



1993 AWARD WINNER

AMERICAN CAPITAL COMPANIES SHAREHOLDER SERVICE, INC.

Quality Commitment. It's not a slogan at American Capital Companies Shareholder Services, Inc., (ACCESS), but a promise. It lies at the heart of our company and defines our mission. Our commitment is a journey of continuous improvement - a pledge of service to our customers and associates.

But it wasn't always so for the Kansas City, Missouri, based company. In the mid-1980's, service was poor, shareholders and broker dealers were unhappy and company morale was low. It was then - in the first quarter of 1988 - ACCESS, with the support of their parent company, American Capital Management & Research, Inc., set the foundation for change.

Utilizing total quality management principles, ACCESS looked inward in order to build its future. The concepts were straightforward - customer focus, visionary and supportive leadership, fact-based actions and most importantly, a genuine caring for people. The mission was clear - "At ACCESS SERVICE is our ONLY product. We do it RIGHT! We do it RIGHT NOW!"



Guided by a sincere desire to enhance self-esteem, listen and respond with empathy, and encourage involvement, the mission draws heavily on participatory leadership, coordinated planning and execution, thorough information gathering, and a trained workforce that puts the customer first at all times.

ACCESS: A SNAPSHOT

ACCESS, a subsidiary of American Capital Management & Research, Inc., in Houston, Texas, is the exclusive transfer agent for the American Capital Family of Funds, which offers more than 30 stock, bond, money market, and global funds. The funds are distributed to individual investors by investment professionals across the nation.

Competing in a \$1.6 trillion international market, the company's 179 employees process financial and non-financial transactions, track customer exception items, maintain distributor relationships, process corporate action, control statements and shareholder media and maintain data and system integrity. In 1992, ACCESS processed nearly 1,000,000 transactions, over 43,000 letters, and maintained key service relationships with over 70 top distributors' operation groups.

In order to further accelerate the quality-improvement efforts that began in 1988, the company recently spent more than \$1,000,000 for computer hardware and software services to support new technologies.

QUALITY APPROACH

ACCESS began with a straightforward strategy: "Keep the focus on the customer." Then, through a carefully conceived, clear and visible quality value system, it sought to

continuously improve service, internal training and teamwork. Distilled from this value system is a multi-phase approach to quality processes that entails leadership, information, planning, human resource development and customer satisfaction.

Applying statistical, fact-based management, ACCESS is able to recognize problems that could impede progress toward meeting quality and customer satisfaction goals. Information derived from a variety of sources, including customer surveys, external audits, product and service inspection, formal customer inquiry data, and informal feedback is used to track satisfaction and internal processes.

Results of these measurable systems are widely distributed to company associates through the Corporation Performance Review and other channels. This information sharing and similar associate involvement mechanisms cultivate commitment and maintain an environment that supports participation, continuous improvement and personal and organizational growth. This concern for associates is rooted in the belief that involvement fosters teamwork and improved customer satisfaction.

Through its use of the American Capital Quality Commitment process, individual team activities, reward and recognition, seminars and training opportunities, ACCESS has become a better place for customers to do business and a better place for associates to work.

But the journey continues!

For more information, contact:

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