

Innovativer Kundenservice

Michael Roehr

Leitung Customer Management



Gliederung

- 1 Unternehmensdaten und Ausgangssituation**
- 2 Überblick CRM Projekt**
- 3 Ergebnisse**
- 4 Beispiel Best Practice Complaint Management**

1 - Vaillant Hepworth Group - Unternehmensdarstellung

Vision:



Marken:



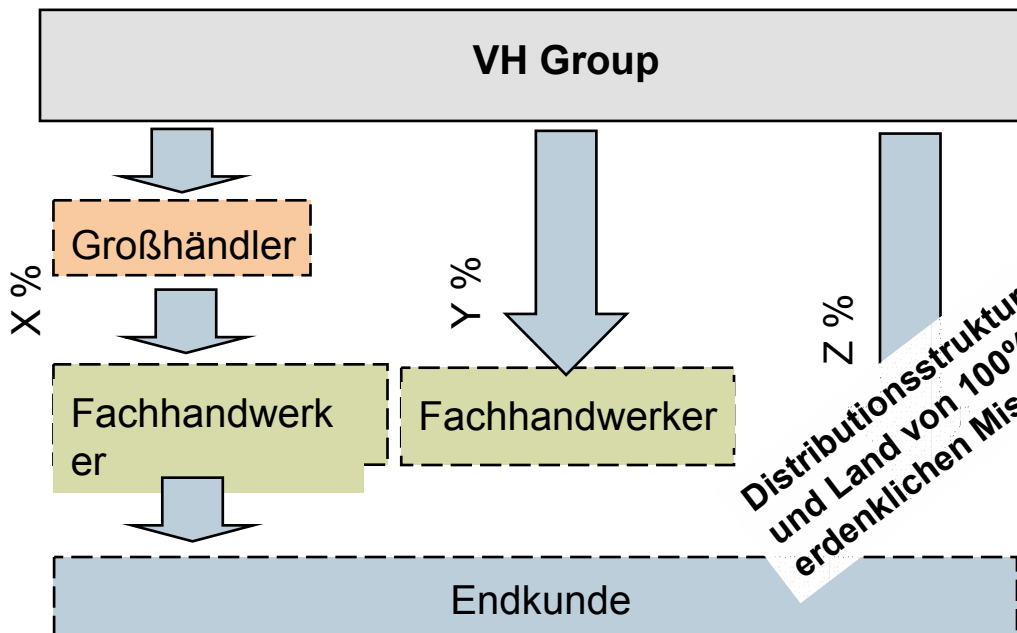
- **Umsatz:** 1,7 Mrd. EUR, davon Heiztechnik: 1,4 Mrd. EUR
- **Mitarbeiter:** 9.300, davon Heiztechnik: 7.100
- **Geschäftsbereiche:** Heiztechnik (2 Mio Geräte), Automotive, Baumaterialien und Haushaltsprodukte (Aluminiumleitern)



Führendes europäisches Heiztechnik-Unternehmen

1 - Kundenstruktur B2B, Distribution der Märkte

Land	Großhändler	Fachhandwerker
D, A	D: 1.300 A: 120	D: 47.000 A: 3300
I, E, F	I: 1.700 E: 2.000 F: 1.200	I: 50.000 E: 18.000 F: 15.000
UK, NL	UK: 2500 NL: 50	UK: 40.000 NL: 6000



Distributionsstrukturen können je Marke und Land von 100% GH bis hin zu jeder erdenklichen Mischform variieren!

Problem:
Profibilitätsbewertung der Markenentscheide

(15 % Großhandel,
85 % FHW)

1 - IT – Frame (CRM-Software)

Sales and Management Software (SaM)

Projektlaufzeit: 2002-heute

Länder 2004	User
Österreich	100
Belgien RB/V	36
Dänemark	15
Deutschland	440
Niederlande V	35
England GW/SD/V	120
Total	746

Zusätzliche Länder 2005	User
Frankreich SD, V	120
Niederlande AWB	20
Total	140

**Langjährige Vaillant
Erfahrungen konnten
beim Merger genutzt
und auf Hepworth
ausgeweitet werden!**

VH-Gruppe

zeptiertes und eingeführtes System in der gesamten

Schwäche: unterschiedliche Evolutionsstadien in den einzelnen Ländern

**Softwaretechnische Voraussetzungen sind gegeben, um sich
mit CRM Prozessen auseinanderzusetzen**

1 - Ausgangssituation

2001 Merger Vaillant und Hepworth Heating



Situation nach dem Merger:

- Notwendigkeit der
- Markendifferenzierung
 - Kundensegmentierung
 - Kundendifferenzierung



Notwendigkeit, bestehende CRM Prozesse zu analysieren durch:

1. Status-Quo-Analyse
2. SWOT-Analyse

mit dem Ziel:

3. Best Practice Identifikation

CRM Projekt war Teil eines Integrations- und Synergieprozesses in der Marketing und Sales Organisation

2 - Vorgehensweise

Professioneller Support:
Prof. Dr. Reinhold Rapp – Vectia GmbH, München
Dr. Sandra Gronover - Vectia GmbH, München

Zusammenstellung eines internationalen Teams*
- Sponsor: Steering & Performance Director
- Projektleiter
- Expertenteam aus den Kernmärkten**

**Sicherstellen des Empowerments
durch GF und M&S Director**

**Problemsensibilisierung
bei Geschäftsführung und Marketing & Sales Director**

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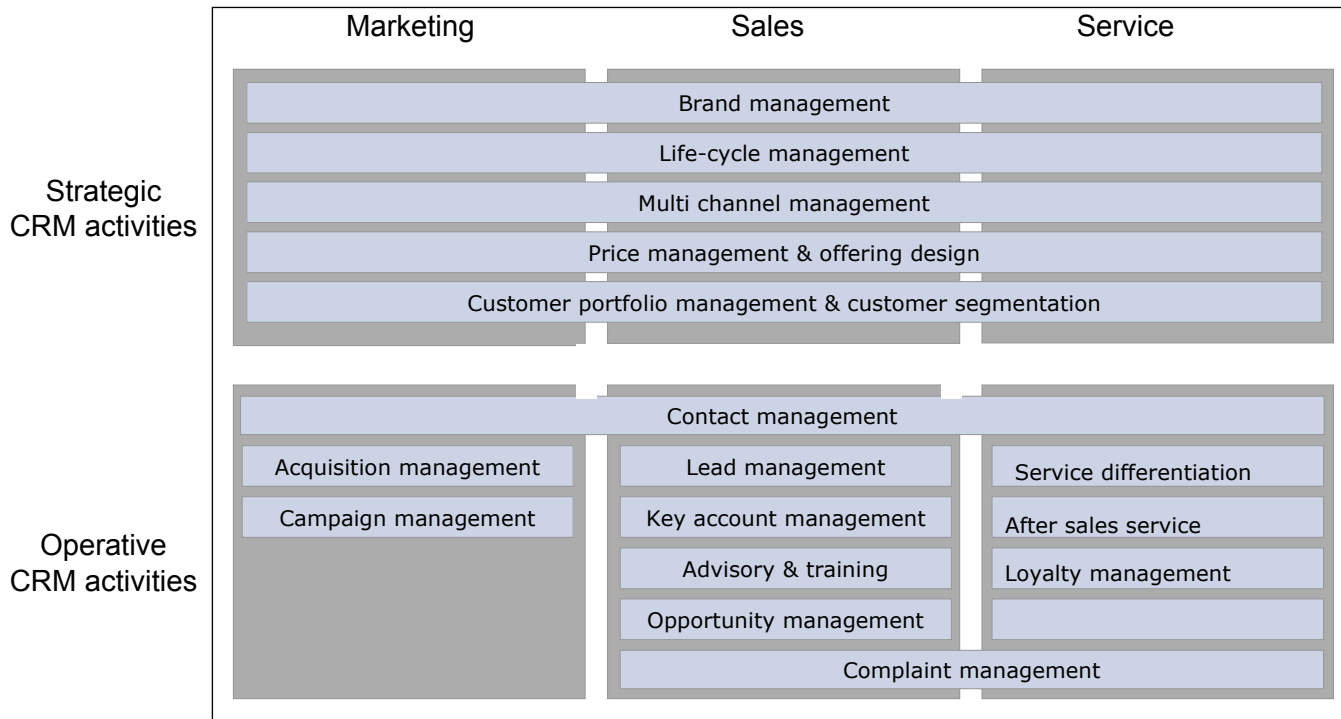
2 - Projektziele und -ergebnisse

Projektziel	Arbeitsprozess	Projektergebnis
Obtain more transparency on CRM activities within VH Group	<ul style="list-style-type: none"> • Status quo analysis covering the areas process maturity stage, priority, customers view and market position 	<ul style="list-style-type: none"> • Nation status quo report for participating NSCs • Consolidated results for VH Group
Cross country exchange of CRM experiences and knowledge transfer	<ul style="list-style-type: none"> • Exchange of experience of nation CRM experts • Identification of best practices within VH-Group 	<ul style="list-style-type: none"> • Common understanding of term CRM within expert panel • Best practice report showing best examples within VH Group
Identify areas of action to improve CRM activities and show generic development steps	<ul style="list-style-type: none"> • Work out actions based on status quo analysis • Develop a CRM tool box showing generic areas of improvement • Discuss link between financial strategies and CRM improvements 	<ul style="list-style-type: none"> • First steps towards indicated actions for each NSC • VH Group CRM guide
Develop a concept to measure the improvement of CRM activities within VH Group	<ul style="list-style-type: none"> • Develop a methodology to measure process improvements in CRM activities • Discuss coordinated annual planning • Link measuring to TRI:M and existing KPIs 	<ul style="list-style-type: none"> • Status quo self assessment • Concept for an annual planning and measurement process

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3 - Definition CRM

- CRM beinhaltet Aktivitäten im Bereich Marketing, Sales und Service.
- CRM beinhaltet strategische und operative Elemente und ist mehr als ein Software Tool.
- Innerhalb des Projektes wurden 16 Prozesse (wie Marken- oder Kontaktmanagement) als CRM Aktivitäten definiert.



Entwickelt im Rahmen eines Multi Clients Projektes mit 12 anderen Firmen ("praktische Forschungsarbeit")

Individuell angepaßt und umgesetzt für die VH-Gruppe.

Einheitliches Verständnis der CRM Definition innerhalb der VH

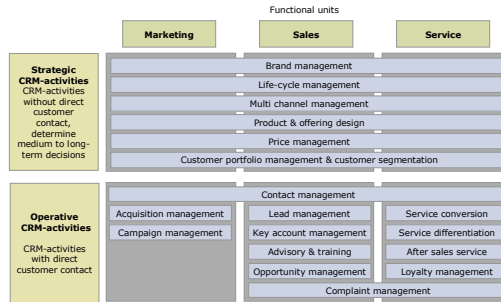
4 - Prozeßbeschreibung CRM Status-Quo-Analyse

Ziele der Analyse

- Identify different CRM-visions within VH-Group
- Document CRM activities
- Document segmentation approaches
- Document KPI approaches
- Prepare a presentation showing status quo and development needs

Design

- 1 Build conceptual framework to evaluate CRM-activities

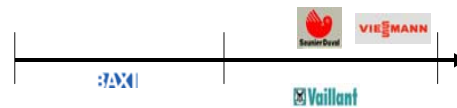


- 2 Conduct interviews and discuss status quo with NSC experts

Illustrative

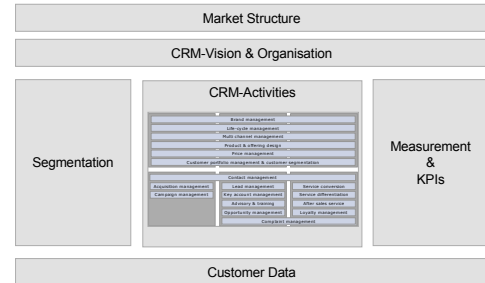
Question	Answer	Remarks
1. Brand management	One brand is developed for the whole market	Several brands are developed in one market with three different brands for different customer segments
2. Brand awareness	Brand awareness is analyzed for the overall market	Brand awareness is analyzed for specific segments
3. Brand management activities	Regular brand management activities to support the image of the brand (in the brand campaigns)	Channel-spanning brand management activities are implemented regularly to support the brand image (in a customer selection of different media)
4. Life Cycle Management	Development, steering and controlling of customer relationships along the customer life cycle	Channel-spanning sales and service responsibility on a operating level (not top-management)

- 3 Discuss NSC positioning within the regional market (competitors & customers)



Dokumentation der Ergebnisse

- 4 Document results in predefined categories

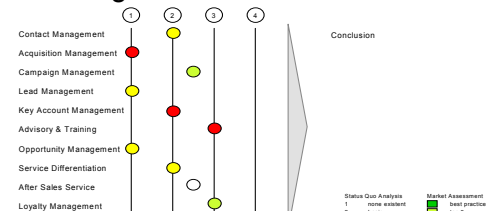


- 5 Assign status quo to predefined maturity stages

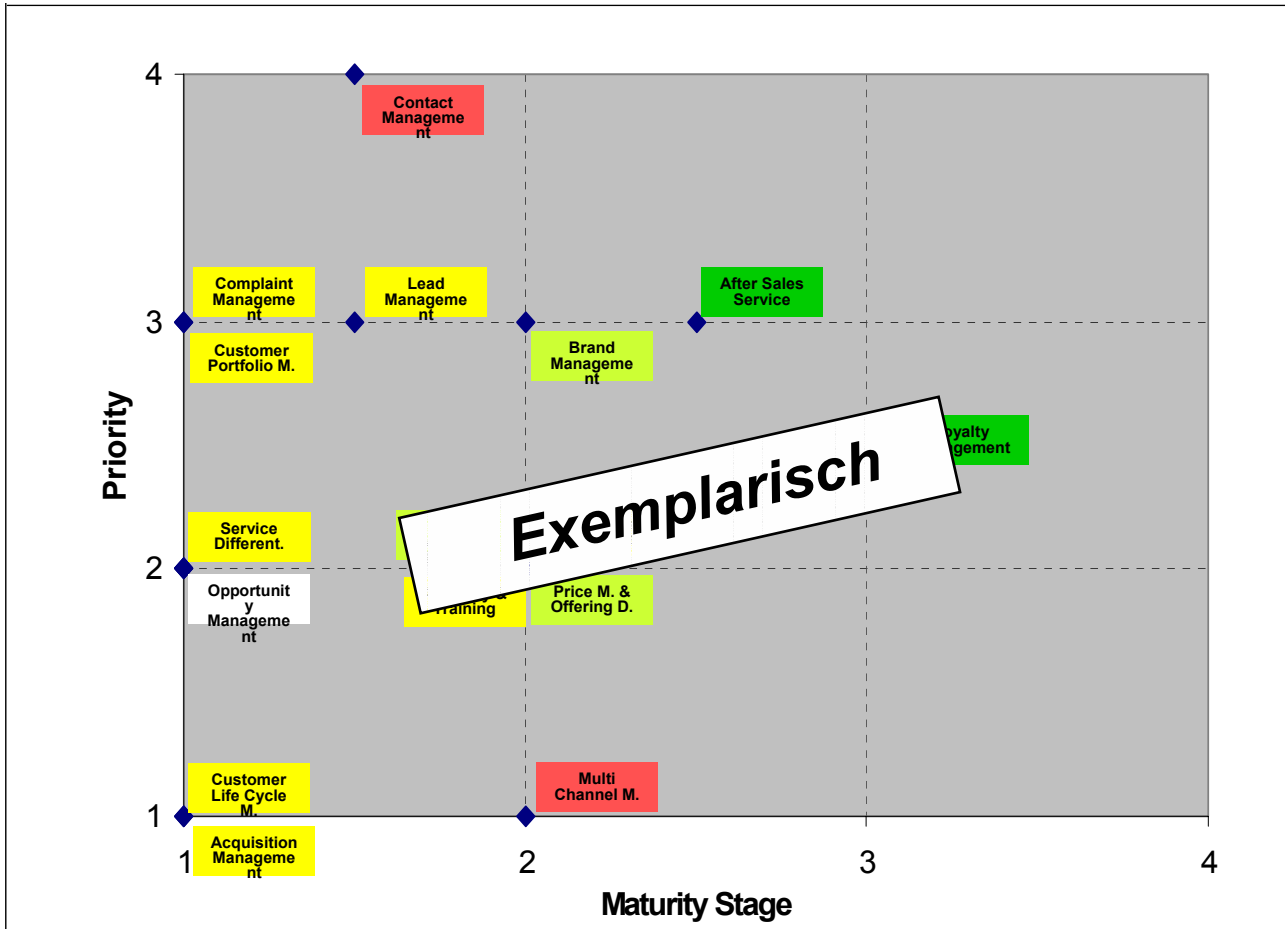
Definition: Strategic, organisational and technical steering and coordination of different channels, including the integration of different media.

Basic	Advanced	Best Practice
Offering different sales and service channels	Coordination of different channels and definition of a spanning multi-channel-strategy	Pro-active and reactive use of different channels and real-time integration
<ul style="list-style-type: none"> 1. Offering different sales and service channels to customers 2. Offering same prices over all channels 3. Offering same products over all channels 4. Responsibilities are defined per channel 5. KPIs are defined per channel 6. Results are measured irregularly 	<ul style="list-style-type: none"> 1. Definition of a spanning multi channel strategy (depending on customer value or customer segments) 2. Channel-spanning process definition 3. Systematic approach towards self-service-activities (identified processes, identified user groups, active steering activities) 4. Channel spanning customer responsibility 5. Channel spanning sales and service responsibility on a operating level (not top-management) 6. Data exchange between all channels on a regular basis 7. Results are measured in fixed time intervals 	<ul style="list-style-type: none"> 1. Differentiated price-strategy per channel and customer segment 2. Differentiated product-strategy per channel and customer segment 3. Pro-active usage of channel data for campaigns were conducted over the most used channel per customer) 4. Data exchange is almost real-time between channels 5. Channel spanning customer responsibility 6. Master data is stored in a single application or a common logic for master data exists 7. Results are measured in real-time (full-automatically-process)

- 6 Compare each NSC with the regional market



5 - Beispiel: CRM Prozesse auf Länderebene inkl. Priorisierung



Maturity Stage

- 1 none existent
- 2 basic
- 3 advanced
- 4 excellent

Priority

- 1 no priority
- 2 desirable
- 3 high priority
- 4 very high priority

Market Assessment

- best in class
- top 3
- average
- below average
- no industry experience

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Best Practice Complaint-Management: Übersicht

Objectives
What are the objectives of the project?

- Get to know the customers better
- Increase brand image and perception
- Increase customer satisfaction and loyalty
- Learn from your mistakes and never repeat them again
- Create a trust by implementing complaint management including installation

Key Elements
What are the main areas of action?

- Updated database of customers (end users) is strictly necessary
- Everyone, by using every channel is able to make a complaint about anything regarding Vaillant. This includes advertisements, our services, products, even our employees.
- Not just the complaint department but the whole company and dealers should be willing to be a part of this.

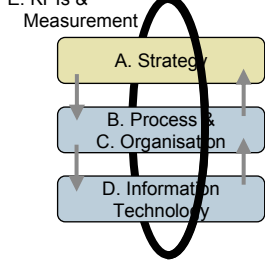
Challenges
What are further challenges?

- Maintaining an up to date database
- Having everyone in and out of the company on the same boat
- Frustration of some customers is not easy to overcome; patience is required

Background: Reasons to invest in Complaint Management

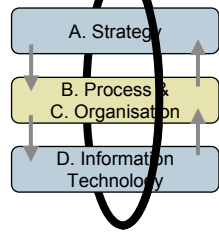
WHY WE STARTED THE CRM-ACTIVITY COMPLAINT MANAGEMENT

- We work customer oriented, and it is crucial to us that the customers are happy with us so that they recommend our products. To increase customer satisfaction and loyalty, complaint management is a must. A customer HAS to be able to tell you the bad things about you. If you cannot create this trust, then the customer will go and tell these to 3rd parties.
- A complaint is a gift: We have measured that it has brought us more loyal customers than before.
- We have created a first in the heating market and this has been a marketing edge for us.

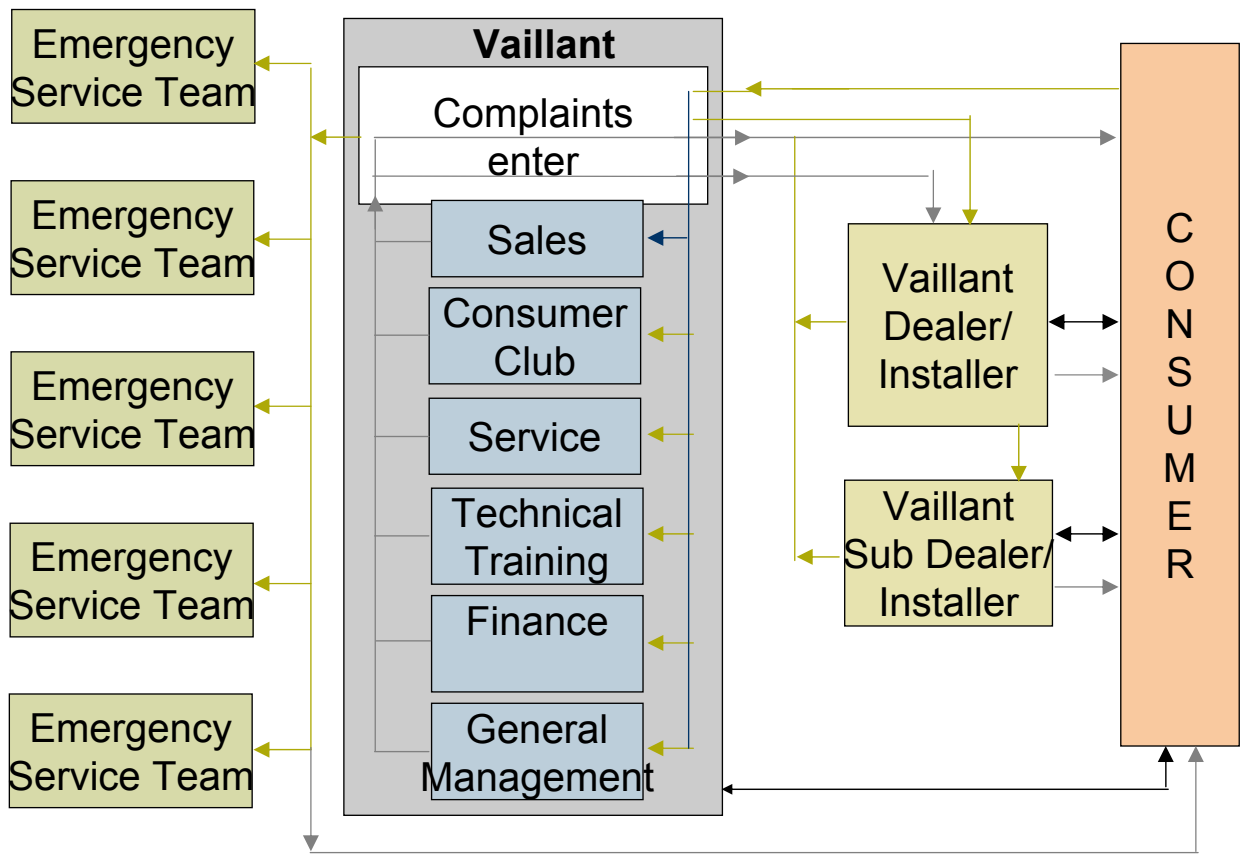


Strategic impact : Complaint Management

- Our vision was customer oriented. To fulfill that vision we needed to KNOW our customers and it includes the things they do not like about us as well!
- Brand image must be increased through complaint management. Solutions must be found in line with brand image and country vision.
- It is not how you treat your customers, it is how you make them feel that counts.
Solving their problems creates a trust and a bond between the customer and the company.
- To make the end users feel the presence of Vaillant throughout their daily life based on “home comfort” vision that Vaillant Turkey has braced. By implementing a complaint management including the installation we have created more trust.

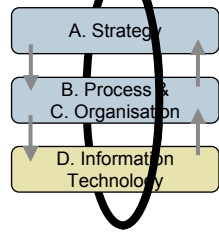


Organisational structure: Complain Management



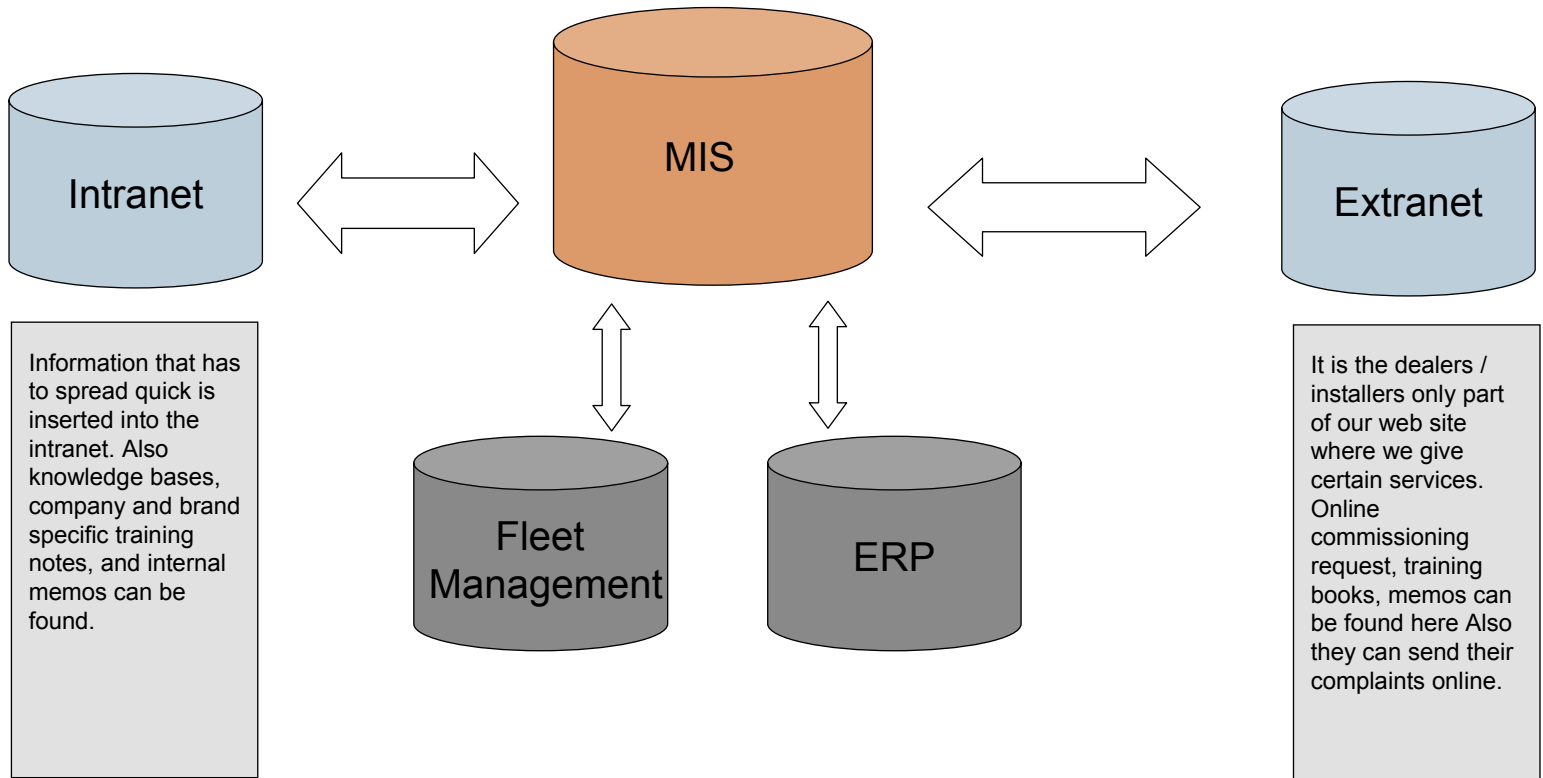
- Complaint originator may be a dealer, customer, or even someone who is not related.
- If the complaint solution involves a dealer and the dealer is not willing to fix, emergency service teams do the job and bill it to the dealer
- All the complaints are managed centrally and dispatched to necessary departments.

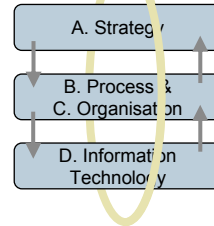
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IT-perspective: General Structure

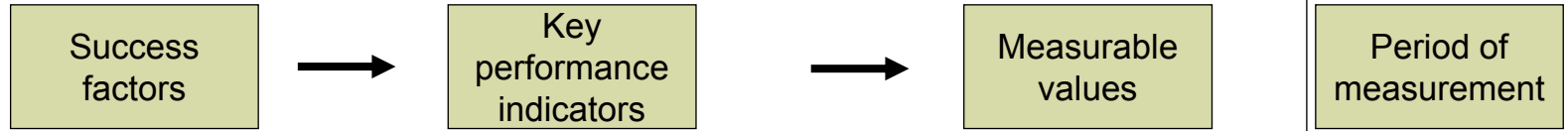
The main system is the MIS system which is used by all service, marketing, customer club, complaint management, call center and telemarketing as well as technical training. This system is able to send and receive event triggered xml information to all the other systems in and out of the company.





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Key Success Factors and their measurement of Complaint Management



Customer Satisfaction	Rate of recommendation after complaint	$\frac{\text{recommendation after complaint}}{\text{all complaints}}$	Monthly
Complaint solution	Complaint solution rate in 12 hrs.	$\frac{\text{complaints solved in 12 hrs}}{\text{all complaints solved}}$	Monthly
Complaint frequency	Complaints made	$\frac{\text{total complaints made}}{\text{total commissioned boilers}}$	Monthly
Complaint type	Reason for complaint	$\frac{\text{total complaint reason A}}{\text{total complaints}} \times 100$	Annual

- All KPI's are for dealers and end users. They can also be used regionally.

Lessons Learned & Next Steps

Lessons Learned

- There are some customers you can never satisfy.
- Complaints create more loyal customers when solved
- With the “hidden” complaints we managed to get better
- By taking the responsibility for the installation we have learned that we can create better image
- Target gets higher... First, solution in 24 hrs. Now in 12 hrs!!!

Next steps

- Decrease the solution time
- Increase customer satisfaction by taking care that they do not have the same problem again.
- Increase recommendation level after complaint
- To spread these solutions to our dealers with VEF (Vaillant Exzellenz Franchise) system

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**Vielen Dank, dass Sie
mir Ihre Aufmerksamkeit
geschenkt haben.**

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