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The 3 Must-haves in B2B Service Management

CORPORATE CULTURE CUSTOMER ORIENTATION
 TOP SERVICE AUSTRIA TRUST
 FOCUS MODEL LOYALTY SERVICE
 SERVICE MANAGEMENT
 CUSTOMER EXPERIENCE
 SERVICE ORIENTATION
 COMPLAINT MANAGEMENT

Microsoft
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- Gold Enterprise Resource Planning
- Gold Cloud Customer Relationship Management
- Gold Collaboration and Content
- Gold Data Analytics
- Gold Cloud Platform



WHY CUSTOMER AND SERVICE ORIENTATION ARE RELEVANT

The german Handelsblatt headline puts it straight: Mediocrity is not enough (and has not been for a while). Companies that are in the profit zone have long recognised that products, services and raw materials alone are not enough to differentiate yourself from the competition.

New business models place special emphasis on topics such as community, service and experience. And this is precisely where there are great opportunities for growth in sectors such as industry and plant engineering where the service idea often still lives in the shadow. Especially for companies with a two-tier sales strategy or which have interposed trade it is important to establish contact with their private or business customers and hence also strengthen the brand experience.

This can be achieved with communities or (digital) service offerings. Examples of this are the diverse “club” offers (Weber Grill academy, Nivea Club...) but also services by Hilti and Fronius, comprising rental concepts through to apps for service partners.



Source: Handelsblatt, 17 June 2015



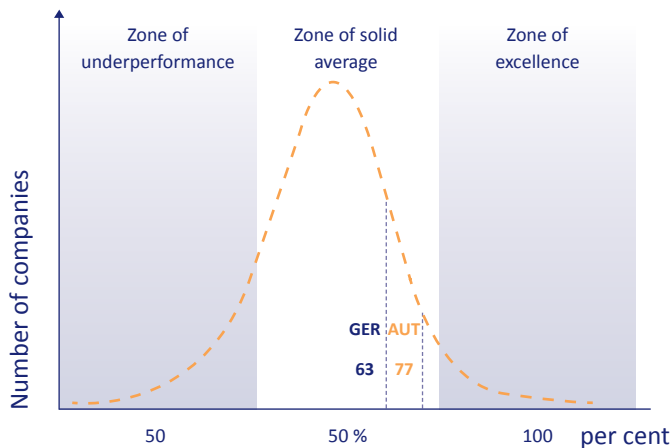
EXPERIENCE IS THE “LAST 80 %”



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Survey results from the “Top Service Österreich” competition

WHERE IS AUSTRIA TODAY IN TERMS OF CUSTOMER ORIENTATION: TOPS & FLOPS



- 1 Austria is a good 10 % ahead of Germany.
- 2 Austria needs to catch up in the commercialization dimension.
- 3 The following applies: Know customers, listen and respond to them.

Source: Top Service Österreich competition survey 2015

In the context of the Top Service Österreich survey for the competition of the same name, customers and management of B2B and B2C companies of all sizes and industries are comprehensively surveyed regarding lived and experienced customer orientation. The good news: Austria is no “service wasteland”, but we are still far from being a “service eldorado”. As compared to its German neighbours, Austria is ahead with a good 10 % with an average value of 77 out of 100 achievable points. And businesses must work hard to achieve

this “mediocrity”. Organisations only enter the “zone of excellence” if they consider customer orientation strategically and holistically.

Where does Austria “flop”?

Obtaining praise and criticism: Proactively obtaining positive but also negative feedback is not yet on the list of top priorities of the companies surveyed. Often out of fear that unwanted criticism is voiced hence unravelling their self-image. Statements, also from the board of management level, such as: “This might just spell out our sore spots for the customer” show that the integration of customers into business processes still requires lots of sensitisation. According to service-specialised Prof. Homburg from the University of Mannheim, the topic of complaint management, which has been ruminated for ages, has been the largest weak spot with the greatest potential for many years. A customer emotionalised through anger is a real blessing for a company in terms of “awareness” and receptiveness. If you solve the complaint in a positive way, this will open all the doors and the satisfaction is often even higher than before the complaint.

TOP	FLOP
PROCESSING OF CUSTOMER CONCERNS AND REQUIREMENTS	OBTAINING PRAISE AND CRITICISM FROM THE CUSTOMER
POSSIBILITIES TO ESTABLISH CONTACT	INTERNET PRESENCE
FRIENDLY & COMPETENT STAFF	CUSTOMER PERCEPTION THAT UNIQUE AND INDIVIDUAL PRODUCTS ARE OFFERED

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Tip:

With the participation in Top Service Österreich, you give your customers the opportunity to provide comprehensive feedback and receive a comparison to your internal perspective.

Digital presence: Very often, customers still deal with pure web 1.0 pages. The possibilities for dialogue or self-services are highly expandable.
Feeling unique: Very frequently, customers still miss the feeling of being actually welcome and being offered solutions taking into account their specific situation. There is a lot of potential especially in the field of after sales.

Where is Austria “top”?

High levels of satisfaction exist in the areas of staff, ways of establishing contact and request processing in general. Although there is a noticeable east-west divide in terms of friendliness in Austria.

However, the biggest driver for loyal customers is constant performance across all contact points and the organisations surveyed adjust many parameters to achieve this. Unfortunately, the magic pill solving any problem has not been invented yet.

You can meet the distinguished companies and their success factors at the Top Service events. Current dates can be found at www.top-service-oesterreich.at

RELEVANT DRIVERS FOR CUSTOMER LOYALTY

Consistently high level of service quality	0.57
Unique and innovative products/services	0.56
Products/services tailored to customer requirements	0.55
Perceived willingness to learn and improve	0.54
Flexibility with customer requests	0.54
Staff take customers and their concerns seriously	0.53
Good overall customer service	0.53
Reward or preferential treatment of loyal customers	0.52
Technically competent staff	0.51
Helpful and motivated staff	0.51
Obtaining praise and criticism from customers	0.50
Good customer care after completion of the contract/purchase	0.50
Good price-performance ratio	0.48
Product variants at different prices in all areas	0.48
Cooperative customer relationship	0.47
Friendly staff	0.50
Plenty contact opportunities	0.46
Clear brand image	0.42
Error-free processing of requests	0.41
Reputation or image of the company	0.39

Customer loyalty – index comprising: willingness to recommend, loyalty, cross-selling, willingness to repurchase, risk of switch



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THE FOCUS MODEL OF CUSTOMER ORIENTATION: SURVEY CONTENTS

Company framework conditions

- top management commitment
- corporate culture

Company management

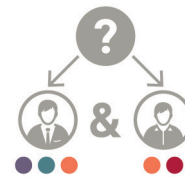
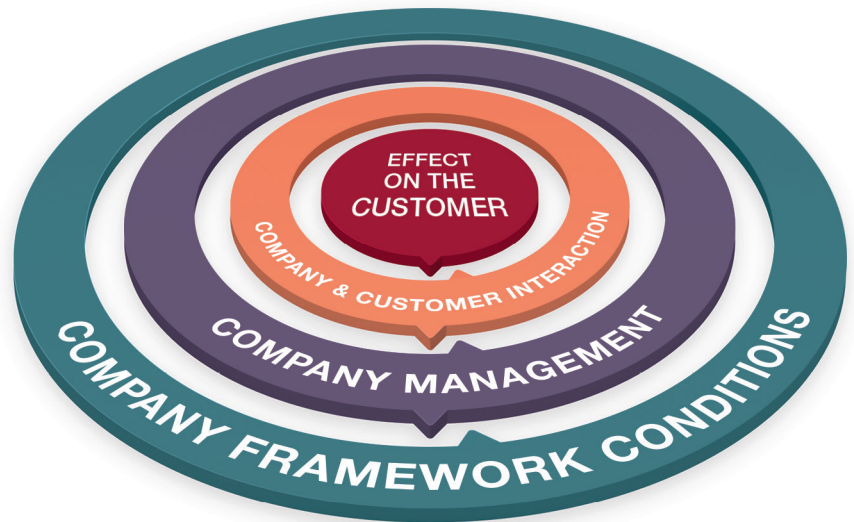
- strategy
- organisational design
- behaviour of executives
- personnel management

Company & customer interaction

- customer-related information
- customer-related processes
- product and service offering
- price
- sales
- communication and screen
- performance measurement

Effect on the customer

- customer satisfaction
- trust
- loyalty



Survey of
companies & customers



The Top Service survey in Austria and Germany is based on the scientific model specifically designed for that purpose by service-specialised Prof. Dr. Dr. hc. mult. Christian Homburg, Director of the institute for market-oriented corporate management (*Institut für marktorientierte Unternehmensführung, IMU*) at the University of Mannheim and one of the most internationally renowned researchers in the area of customer orientation. This model elaborates on all contact points and, from the point of view of the company, also topics such as enshrining in the corporate culture or management of the customer experience, in addition to the traditional customer care department and the well-known figures.

The Top Service Österreich laureates 2015 (in alphabetical order): A1 Telekom Austria, Brichard Immobilien, Deutsche Vermögensberatung Bank AG, DHL Express, ece Einkaufs-Centrum Kapfenberg, Feibra, Hypo Niederösterreich Landesbank, ITdesign Software Projects & Consulting, Österreichische Bundesbahnen (ÖBB) and UniCredit Bank Austria AG. Photo: Christoph Breneis

THE 3 MUST-HAVES IN B2B SERVICE MANAGEMENT

Which strategic aspects are required to set the course to ensure that customer orientation is really lived.

/1 ENSHRINING SERVICE IN THE CORPORATE CULTURE

Culture can be seen as "software" of the company. It determines what works and what does not. Without a functioning software, even the most expensive hardware can achieve nothing. This means that if customer orientation is not enshrined in the fundamental values, the products, processes or websites developed using a lot of resources do not lead to economic success. The culture can, for example, be seen in what you call your customers. Do you coldly talk about applicants, consumers or "Paxe", as was once common practice at Lufthansa, when among yourselves, or do you refer to valued customers and thus people? The survey below shows that companies which invest in a strong culture and values and have high values in this regard enjoy higher satisfaction values, recommendation rates and repurchase intentions of customers. Investments in the culture are therefore in any case profitable.

**The problem is not the problem.
The problem is your attitude about the problem.**

Realisation at Walt Disney

Tip: Put your corporate culture ("software") to the test by asking yourself the following questions:

- How old is our software?
- Who has programmed it?
- For what purpose? Against which background?
- What is the role of service in your culture?

Practice check:

At DHL Express, which was awarded the Top Service seal of approval, customer orientation – they call it insanely customer centric culture – is deeply rooted in the fundamental values of the international company. In daily 10-minute "performance dialogues" in operational customer service, employees are given the opportunity to rate their own performance readiness for the day on the basis of a mood barometer. Any complaints and incidents from the previous day are analysed together based on root-cause procedures and the current daily goals are discussed. Thus, employees are involved and actively participate in achieving challenging goals. At the same time, they can react immediately if target achievement is threatened by concerned employees bringing their expertise to the table.



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/2 CUSTOMER EXPERIENCE ACROSS ALL CHANNELS AND CONTACT POINTS

The products or services themselves are only a fragment of the customer experience. Even if you have the best product in the market, but do not provide an appropriate total package (in the sense of service and operational support), also core performance becomes secondary. True customer orientation means to consider all things from the customer perspective, actively manage interaction at the points of contact and leave nothing to chance.

Tip:

The questions will help you develop a feeling for which potentials you have in managing the customer experience.

BEFORE SERVICE PROVISION		DURING SERVICE PROVISION			AFTER SERVICE PROVISION	
Identify demand	Search for information	Service	Consulting	Conclusion	Use	Maintaining contact
Expectation		Experience			Satisfaction, loyalty, recommendation	

- ▶ Which aspects of this do we design consciously?
- ▶ Which channels does the customer use in these phases?
- ▶ How continuous is the information provided?
- ▶ What do we want the customer to experience? Simplicity, speed, joy, safety, design, ...
- ▶ What has the greatest effect on the customer?
- ▶ How could we recognise the expectations even better?
- ▶ How should the after sales process be structured?
- ▶ How can we build the confidence in us consciously?
- ▶ What can we learn from other industries?
- ▶ How can we transfer these tasks to internal areas?
- ▶ How do we manage these elements?



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/3 CUSTOMER ORIENTATION IS A MANAGEMENT MATTER

There are still companies where customer service is exclusively dealt with in the respective department without any top management commitment. The attention of the company management, however, is indispensable for allowing customer orientation to be lived seriously. The following figure shows how the company management can ensure that customer orientation is a management matter.

What is also a management matter in this context is seeking and finding suitable employees who have a customer-oriented attitude per se. There are special questioning techniques in recruiting

which help distinguish sincere from insincere customer orientation. Behaviour can be changed through consistent trainings and communication. If applicants, however, lack the basic customer-oriented attitude, then this will result in superficial, insincere customer orientation at best. Customers feel this – and will be gone quickly.

Tip:
Get a first impression where you are in terms of customer orientation. The Top Service self-test provides a first indication.
www.top-service-oesterreich.at/selbsttest

1	Consistent role modelling in terms of customer orientation
2	Active maintenance of customer relationships
3	Regular customer contact
4	Selection of top managers based on their previous customer contact
5	High prioritisation of customer orientation in day-to-day business

TOP MANAGEMENT COMMITMENT



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About the authors



Dr. Barbara Aigner

CEO, emotion banking and Top Service Österreich

CEO of the consulting company emotion banking®, founder of the “victor” management instrument, operator of the competition “Top Service Österreich” as well as writer and speaker.

Dr. Barbara Aigner is an industry professional and has been dealing with all aspects of management and customer orientation for more than 15 years. She knows medium-sized features just as well as she does international developments. She is considered an impetus, sparring partner and experienced companion. Customers benefit from know-how from over 200,000 staff analyses – and approximately 2,200,000 customer analyses, from expert knowledge and her many years of practical experience. Her list of references includes many banks from the Raiffeisenbank, Sparkassen and Volksbank sector, international customers such as a Südtiroler Volksbank, associations such as Ostdeutscher Sparkassenverband or businesses such as A1 Telekom, ÖBB, DHL Express or UniCredit.

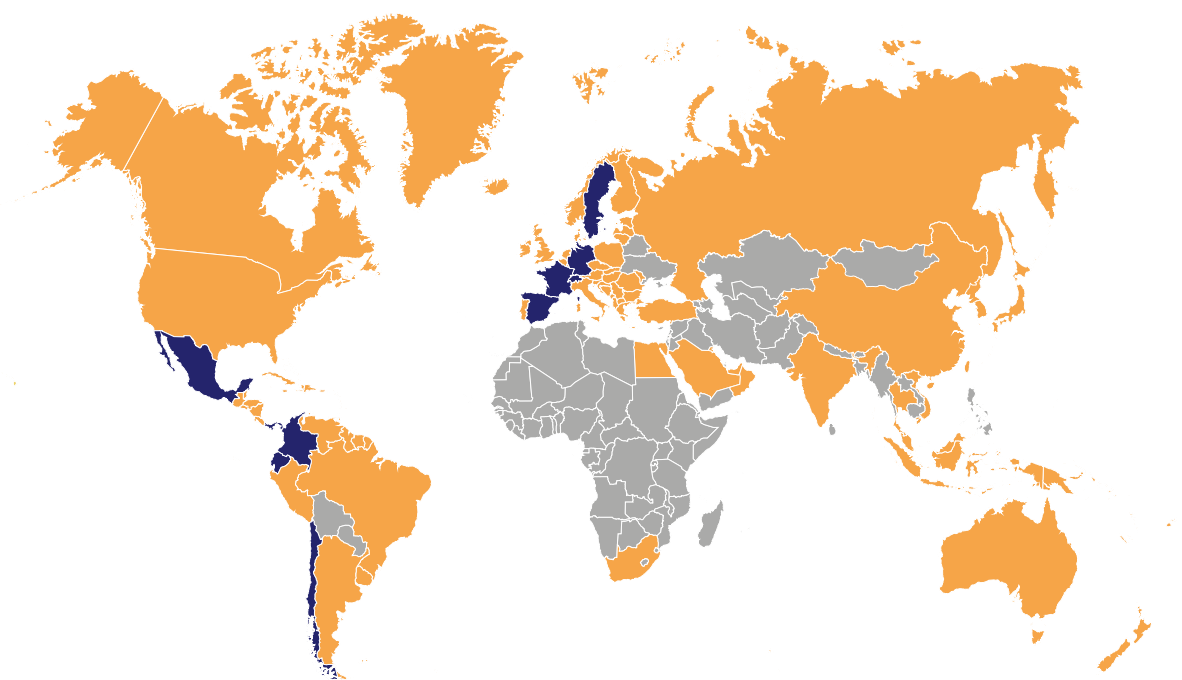


Mag. Marion Göth

Head of Marketing & Sales,
emotion banking and Top Service Österreich

Authorised representative as well as marketing and sales director of the consulting and analytics company emotion banking® and of the Top Service Österreich open competition. She studied international business administration at the Vienna University of Economics and the University of Western Australia and has professional experiences as a journalist and as a marketing and communication officer in the building materials and IT industry.





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