

**Hit by a stone?** – What now? Carglass® is an open house; every customer can stop by spontaneously without an appointment. Lobby and repair shop – all areas are accessible and the customer is invited to watch the repair and exchange process. A sign for expertise and premium service, but also a challenge for the service staff, who often need to combine customer service and assembly at the same time.

The customers arrive at the experts for car glass with high expectations. It is not about meeting, but exceeding these expectations to inspire the customer and win them over for Carglass®. This implies that the specialist will keep the promise of a fast and flawless procedure at high quality in preferably all cases. However, customers are mostly unaware of the critical background that takes place when a repair of the windshield is possible or an exchange is necessary. The clarification for insurance, such as own contribution or the long time consumption makes some customers insecure: In the end, it is “only” a small chip in the windshield. A lot of customers do not know that the windshield is nowadays responsible for up to 30 percent of the stability of the auto body and therefore became a safety related component. Possibly the customer takes a decision against their own safety while driving in their car. At a minimum, their expectations towards Carglass® are not satisfied and their experience at the service center has little excitement.

Due to this reason Carglass® initiated the project »1fach! Erfolgreich!« in October 2014 to optimize the existing Drive-in Customer Journey for customers without appointment. The goals are to become more customer oriented, to visualize the expertise through the customer experience, to create transparency of the diagnostics and to gain the customer’s trust regarding recommendations and solutions for repair or exchanges. Since, due to safety reasons, unfortunately not every chip in the windshield can be repaired and would therefore be without charge for the customer.

### **Co-Creation – Overcome organizational blindness for an ideal customer experience**

This project, while currently being implemented, is permanently accompanied by an interdisciplinary core project team, which is unique for Carglass®. The management is represented in this team as well as employees from Sales, Marketing and the Service Center. Supported by the external network partners result. learning & transfer (Business consultancy and Change Agency, Munich) and service works (Service-Design-Consultancy, Cologne) the internal academy (HR department) embraces all of the divisions. This is how an optimized and customer directed Drive-in

Customer Journey evolved. Currently it is rolled out into the branches through intensive workshops, trainings and local monitoring to shape the service behavior of the employees.

### **Multidisciplinarity is a factor of success and a challenge at the same time**

Those variegated impulses coming from all relevant departments with different interests and priorities create a productive area of conflict and are significant for the success of the project. Instead of acting detached, a common interdisciplinary perspective arises towards and for the customer. New processes are carried jointly and are being implemented due to the customer oriented behavior of the employees. The communication is supported at the right time with the right matters by training and marketing materials. The customer is included in the diagnostics through suitable tools and process flows, which also create transparency and understanding for unconversant facts throughout the diagnosis and treatment of existing glass damages. As much as interdisciplinarity enriches a project, at the same time it creates a big challenge. In this case of the Drive-in Customer Journey, the key focus for all decisions rely on two orienting assessment criteria:

1. “SIMPLY” successful for customers and employees regarding the design of new processes, procedures and communication materials
2. “EXPERTISE” regarding a customer oriented behavior, suitable sales approach, arguments and the use of supporting diagnosis tools

### **Field Research and Prototyping – continuous inter-company learning process**

Different teams – internal as well as external – were visiting service centers throughout Germany, while interviewing employees and customers, and testing different approaches to consult customers in the best manner, enlighten and convince them of Carglass®. At the same time, in three “Test-service centers” in Germany, process changes were tested and leadoff implementation successes were measured in order to evaluate their relevance for a future optimized Customer Journey. It was tested for instance which influence the location of the customer support has on the customer experience – whether in the parking lot in from of the service center, in the office or on the shop floor – and which arguments approach and convince the customer individually.

### **Carglass® becomes visual and tangible!**

Many aspects during the course of the project as well as during the actual customer experience were until now verbally shaped and little visual. Now the project enforces visual media for a simple and transparent communication.

This already started with the preparation of the field research results. Pictures, quotations, short statements, and clearly arranged process charts were used as a discussion and work base for a mutual improvement of the previous Customer Journey.

The main adjustments of the process are precisely shown in a descriptive and plain comic movie. For the employees at the service centers, comic posters point out the six phases of the Customer Journey and their particular role as an “expert”. A handy booklet demonstrates concisely at a glance the importance in each individual phase of the Customer Journey for the implementation of the four categories: Process, Behavior, Approach and Supporting Materials. The service experience becomes more visual for customers as well. Distinct designed reception areas in the service centers guide the way. The use of diagnosis tools increase the involvement of the customer in determination of demand. Together with their Carglass® employee, they are able to examine the damage with a template through a magnifying lens. This illustrates to a non-expert the extent of a rather small appearing chip in the windshield. In addition, information posters and short films at the consulting desks illustrate abstract topics like the safety of the auto body through the stability of car glass, the functionality of airbags as well as the certified Carglass® processes. These subject matters endow the employees with self-assurance during their own argumentation and make it concrete and comprehensible for the customer at the same time.

### **Systematic approach suitable for each customer type - the LIFO-method**

Not each customer is the same – this is probably already acknowledged, but for a lot of employees a challenge, especially to recognize the customer’s individuality and respond specifically to it. Giving basic support to the employees, the project works with the LIFO®-Method. This method divides humans into four behavior categories (green, blue, yellow, red), which create orientation and indication of what is important for a customer during their service experience. Is the customer communicative, objective, traditional or conservative? Everyday customers like Porsche owners, family men, students, etc. become more tangible for the employee and their wishes and expectations more perspicuous. This classification creates clarity and saves time during the process.

### **We are experts!**

During research it became apparent that besides professional processes, the behavior and demeanor of the employee plays a decisive role for the customer. Self-assured approach, a clear

and secure conversation lead as well as techniques for quick-wittedness in difficult customer situations together with a positive and solution oriented attitude were identified as essential success factors. During trainings and workshops, all employees pass through a “Soft-Skill Parcours” where those topics are deepened and the own skills strengthened with regards to the Carglass® expertise.

### **Continuity and sustainability during implementation**

The participation of 300 employees over a two-day workshop seems to be at first sight a generous investment of a company in such a service- and change project. Technically speaking such intensive workshops can only be the successful kickoff and impulse for sustainable implementation and change. The current project itself is based on continuous monitoring and the presence of the subject spring-fed by different role allocations, rites, concepts of corporation among the employees themselves and the continuous monitoring by external consulting and training offers. Regional managers being leaders are as important as so-called “Multiplicators” in steering the managers of the service centers. Those multiplicators are employees of the service centers who are especially distinguished in their customer orientation without necessarily being a leader themselves. They operate as a donor of feedback, consultant and ambassador for the new Customer Journey and accompany the teams in the service centers during their individual everyday implementation. Offers for advanced follow-up trainings, which are held at a later time by the internal academy, provide the possibility for the participants for an individual development of their strengths in customer dialogues.

### **Fast implementation – use positive energy, when it is available**

This project reveals, that a well-grounded process does not always need years of maturing. Furthermore it shows that slowness must not be a mandatory “side effect” of change projects within big companies with thousands of employees. Deliberately the project was conducted with a high speed to benefit as effective as possible from the interest and open attitude from all departments towards the improvement of Drive-in Customer Journey. The risk of losing topics due to long discussions or a possible replacement by other new topics had to be prevented. In this case the time between project decision until the first training session was merely four months. This included field research, the design of the improved Drive-in Customer Journey as well as the corresponding trainings and employee workshops for the first 150 out of 300 service centers across whole Germany. This is a huge strenuous effort, which requires extraordinary project

organization with regards to the amount of project members. But above all, it was carried by an energy of positive “action” and the willingness to improve within Carglass®.

### **Measurable and visible success delivers motivation and discipline for implementation**

In the end, the success of a project for a company presents itself in clear facts and figures, if there was a clear definition of goals in advance. This is not always easy to achieve in project fields like customer orientation since in many cases clear performance indicators are missing, not captured or hard to analyze regarding the coherence of their development together with the implementation of new processes and a changed employee behavior. Two performance indicators to measure the success are playing the main role for the Carglass® project team: the NPS (Net Promoter Score), which measures the customer satisfaction as well as their willingness of recommendation, and the “Conversion”-Ratio of the individual service centers, which calculates the transformation of the so called “Opportunities” (customers, who stop by spontaneously with their need) into “Jobs” (orders for Carglass®). This implies, besides a positive and direct feedback for the employees through satisfied customers, a good orientation for the success of the own work. Illustrating and celebrating success contributes significantly to motivation, sustainability and discipline for implementation. It is important that the employees understand the coherence of the figures and respectively their own circle of influence on the development of the figures.

### **Good things get around – from Germany into the international world of Carglass®**

The project already achieved success and positive attention during the inception of the development phase. International coworkers of the parent group Belron® drew their attention on the interdisciplinary development process and were integrated in the project. Their experience and knowledge of their own markets enriched additionally the improvement of the Drive-in Customer Journey. The specially developed materials like posters, comic films and handy booklets, which illustrate the improved Customer Journey in a simple, strongly visual, concise and understandable way, encountered so much resonance that they were translated and allocated to the employees in other countries already during the first weeks of the trainings. You cannot ask for a better feedback during a change project.