

Practical example of interventions in the BCM model – 1/2

Stakeholder group: sales managers (SM) of GrundSolid AG of all branches (BR). Explanation: The branch manager (BM) is the superior of the SM. **Topic: Service and customer orientation**

I Build capabilities	Align systems III
<ul style="list-style-type: none">▪ Exchange of “best practices” in the first 5 minutes of the internal jour fixe▪ Monthly “Did you know” blog by SM for SM across locations with tips & tricks▪ One-day “consulting skills” training for all salespeople on active listening and questioning techniques▪ App with the most important techniques and guides on service mentality always available on the SM's smartphones▪ Short videos on the topic available on the intranet▪ Voluntary coaching by service coaches▪ Anchoring target culture in recruiting measures (i.e., using service and customer orientation as selection criteria)▪ Anchoring service and customer orientation in the onboarding process	<ul style="list-style-type: none">▪ Adjust sales targets: Bonus also depends on how other BR in region perform to strengthen collaboration▪ Annual customer satisfaction survey by phone▪ Establish monthly performance dialogs to discuss key metrics/OKRs▪ Regular “service retrospectives” to try to identify opportunities for improvement based on current data▪ Delete employee costs from BR budget that work to acquire service projects▪ Contract redesign: service is part of the standard; customer must actively opt out▪ Regular NPS (Net Promoter Score) survey with customers after each order