

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

**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**

- Creation of **change story** by the CEO, additionally illustrated with cartoons
  - Communication of the change story through **intranet column** and **workshop cascade**
  - Creation of **viral video** with SM, who was apparently secretly filmed during service acquisition
  - **Competition** between BR to reward best tip for "did you know" blog
  - Visit to **"best in class" companies** (e.g. Ritz-Carlton for service orientation) to create understanding and a sense of the change when it has been implemented
  - Emphasize importance of culture in **management meetings**; jointly develop **consequences of attitude changes** for behavior and operations
  - Meeting with **customers** who report what positive impact a good service orientation has had on them
- BM must **help acquire service projects** themselves, at least 2 per year
  - **360-degree feedback** for BM with focus on consulting and service skills
  - Each SM **acts as a trainer** for 3 days/year on the topic of services in the internal academy or in internal training sessions and then receives brief **coaching with video feedback**
  - Four experienced SM become **service coaches** and help external BR/areas to get better (i.e. are "borrowed")
  - Build **ambassador network** to enable viral change and inspire other employees to be more service oriented
  - Conduct **Service Day** to jointly consider in the BR team how the BR as a whole can achieve an even higher level of service and customer orientation

II

Create understanding

Ensure role modeling

IV