

Customer proximity

New growth dynamics achieved for a technology group through single-minded focus on market orientation

Functional organisations frequently suffer from inadequate cost and earnings transparency, thereby hindering focused marketing activities, tailored to customer requirements.

The Client

- Specialist in the plastics industry (plastic injection moulding), HQ in Switzerland
- Turnover: approx. CHF 150 million
- No. of employees: approx. 400

The Objective

- Create clear cost-centre and revenue responsibilities
- Facilitate cost and earnings transparency by branches/customers
- Improve process efficiencies while optimising customer management and loyalty

The Solution

- Set up profit centres by branches (automotive, sanitary/industrial, medical) including the corresponding operational functions: sales, production/logistics, engineering/mould making)
- Organise customer teams according to A, B & C classifications, covering the functions: sales, product management, order management, as the central contact and care desks for the sales, development and order fulfilment processes
- Establish cross-profit centre expertise teams and competence centres to ensure know-how transfer during development processes
- Assign in-house engineering teams to automotive companies, thereby allowing partial on-site product development for the automotive sector

The Client Benefit

- Interdisciplinary customer management is implemented in all customer oriented processes: sales, development and order processing.
- In development projects, influence is exerted on-site by collaborating in customer product projects.
- Clear cost and revenue responsibilities and assignment by branches/customers are now feasible.
- Cross-segment development synergies have created technological innovation energy.
- Profit centre autonomy generated new dynamics: the medical and sanitary/industrial sectors have emancipated themselves from the automotive branch.