

CASE STUDY

An Innovative Platform Leads to an Improved Customer Experience

Overview

As an international leader in medical and safety technology, Dräger develops innovative equipment and solutions people trust all over the globe. No matter where Dräger products are used, it's always about life. Whether for clinical use, industrial, mining, fire or rescue service: Dräger products protect, support and save lives.

Founded in 1889 in Lübeck, Germany as a family business, Dräger is now in its fifth generation and has evolved to a global stock exchange listed company, which is active in more than 190 countries. In 2015 Dräger, with more than 13.500 employees, generated a revenue of 2.61B€. The company has distribution and service subsidiaries, with development and production centres located in Germany, the UK, Czech Republic, Sweden, South Africa, the US, Brazil and China.

Dräger's success is based on four key pillars: employees, innovation, quality and proximity to the customer. These values translate into the everyday work. Hauke Gastmeyer, Head of Customer Experience Management at Dräger explains:

“Our thinking and approach is focused on the customer. In order to develop and offer truly innovative products, solutions, and services, we need to precisely understand the requirements of our customers.”

It's no surprise, then, that Dräger's management views customer loyalty as a key performance indicator.

Long-Standing Experience in Customer Satisfaction Studies

Dräger has carried out customer satisfaction studies worldwide for a number of years. Until 2012, however, only relational surveys were conducted in intervals of up to three years—but no transactional surveys. The survey was in the form of a 20-minute telephone interview, which was conducted centrally from Germany by trained B2B interviewers. 5,700 interviews across 42 countries were conducted in their respective local languages.

Because surveys were so long, they were sometimes only partially completed, which meant only partial results. Acceptance of results by non-German markets was low due to the fact that all the surveys had been collected from the Germany headquarters.

Dräger Starts the Pilot Project BRIDGE in 2013

Dräger launched a new customer-focused approach in 2013. A pilot project named BRIDGE was implemented in the US and UK initially and then extended to four more countries. From the start, regional markets were closely involved in the development and implementation of the programme. Driven by a distinctive customer care mindset, the focus was on the identification and solution of customer problems at each touchpoint: repair, maintenance, installation, order and delivery.

Dräger paid particular attention to the timing of survey execution. Daily telephone interviews with shorter surveys targeted customers that in the recent past had contact with Dräger via any touchpoint. InMoment (formerly MaritzCX), on behalf of Dräger, carried out up to 50 interviews in each country each month. This quickly tallied up to over 8,000 interviews in a single year.

After a successful start, the project was expanded to 17 countries within a few months of the roll out, and even more countries have followed. Online reporting of KPIs and daily hot alerts provide decision makers in the head office as well as regional markets with an extensive overview.

Advancement Towards a Flexible Platform for BRIDGE 2.0

Despite the strong performance of BRIDGE, Dräger identified an area that needed to be addressed: Its software wasn't flexible enough to help identify customer issues and take decisive action on feedback. For this reason, Dräger systematically delayed the enhancement of their customer experience programme in order to move to a more flexible software platform.

InMoment not only delivered a more flexible software platform, but joined with Dräger to develop a new reporting and alert system which can easily target individuals for closed-loop follow-up.



Since the launch of BRIDGE 2.0, the project has successively rolled out in each region and country in line with a strictly established process. The platform also offers the team a number of new features:

- **Self-service software**
- **Results in real-time**
- **Closed loop case management**
- **Dashboards specific to target groups**
- **Mixed mode surveys (CATI/CAWI)**
- **Analytics, including text analytics**
- **Scheduled push reports**

With the new platform, Dräger is able to meet the needs of country managers, marketing leadership, process owners, and top management.

Extensive Benefits

After just a few months Dräger has seen success: Different business units have reported being closer to the customer, and getting better intelligence due to a more intense and more regular customer dialogue. Performance is measured continuously and issues are verified quickly and effectively.

At the same time, a noticeably higher success rate has been achieved, solving current customer problems using targeted closed loop case management. As a result, customer loyalty and customer retention have increased. BRIDGE 2.0 delivers an important support to the CRM process due to its direct identification of business opportunities.

This is only the beginning. The entire programme is created to improve Dräger's customer experience strategy.

“We see a strengthened commitment from management and throughout regional Dräger business locations. With our new CX strategy developed jointly with InMoment, we have gained higher satisfaction rates for our customers and also our affected employees.”

HAUKE GASTMEYER, DRÄGER

HEAD OF CUSTOMER EXPERIENCE MANAGEMENT

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