



Pon Power

Klantgericht innoveren met betrekking van Service Design



Platform voor Klantgericht Ondernemen
Michael Boon





Agenda

- Pon
- Pon Power
- Service Design door Pon Power





Klantgericht innoveren - Service Design

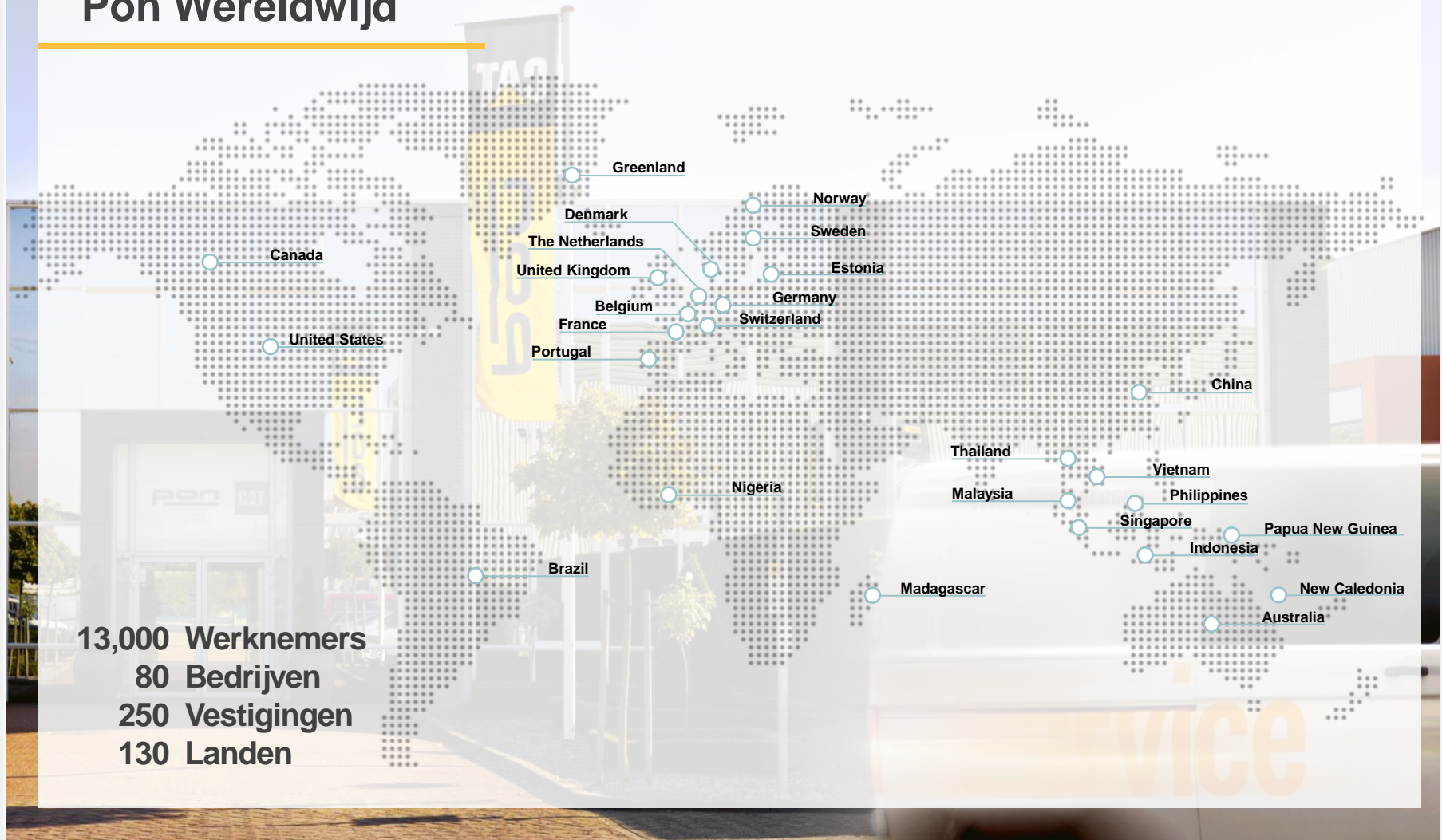
pon

CAT

WELCOME TO THE
WORLD
OF PON



Pon Wereldwijd



13,000 Werknemers
80 Bedrijven
250 Vestigingen
130 Landen



Klantgericht innoveren - Service Design

pon

CAT

Sterke merken, toegewijde mensen

Keeping you moving



ŠKODA

KONINKLIJKE
Gazelle



MAK



FISCHCON

RENTAL
FORCE



BENTLEY



DERBY CYCLE



Audi



PORSCHE



Sterke merken, toegewijde mensen

Market based business groups



Pon Power



Pon Equipment



Pon Passenger Cars



Pon Commercial Vehicles



Pon Automotive Retail



Pon Tyre Group



Pon Material Handling



PVI



Pon Bicycle Group



Pon Asia



PonCat

- Pon Equipment
- Pon Power



Wereldwijd marktleider in bouw en mijnbouw machines, diesel en gas motoren, industriële turbines en generator sets

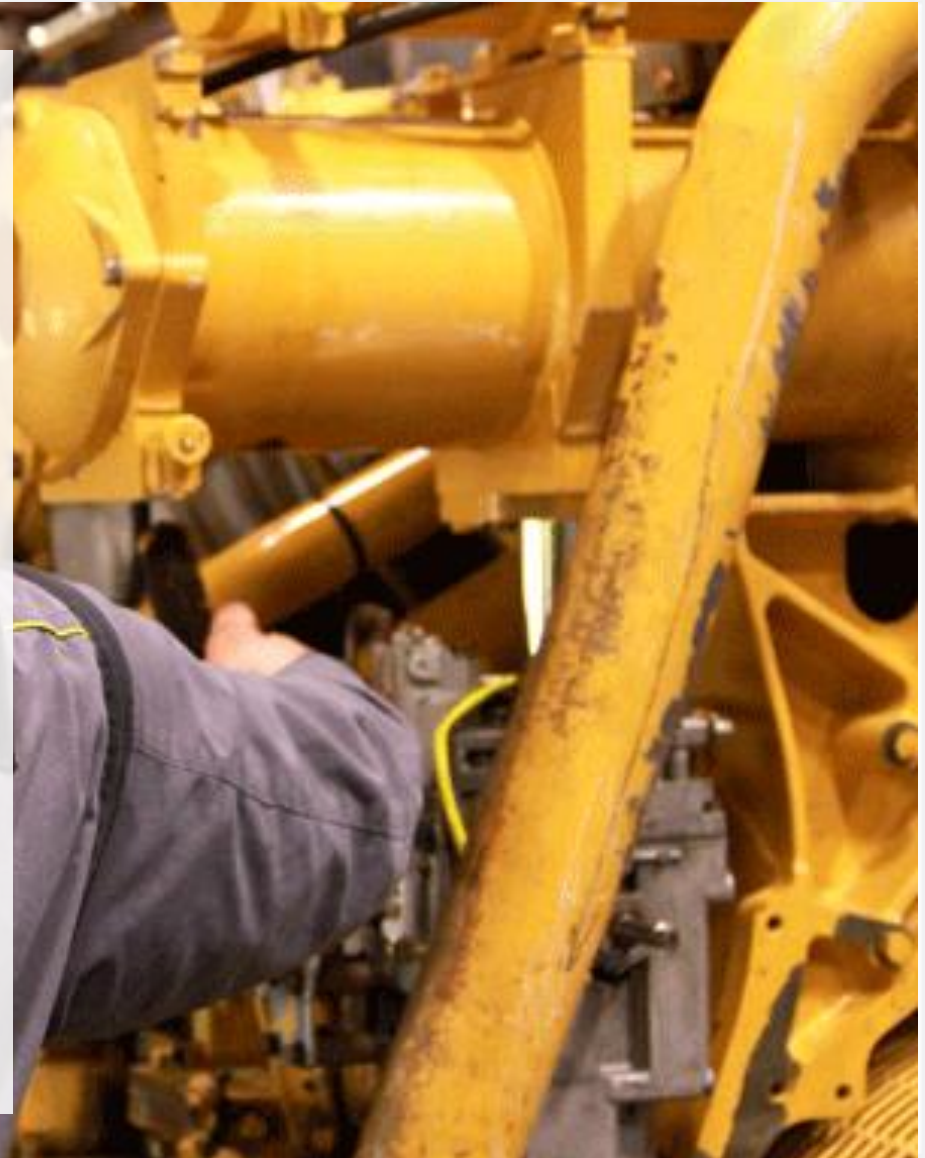
- 104.490 werknemers
- 188 Cat dealers
- 115 productie locaties in 23 landen
- 21 distributiecentra voor onderdelen
- 1.9 miljard dollar in R&D
- #58 Best global brand





Pon Power

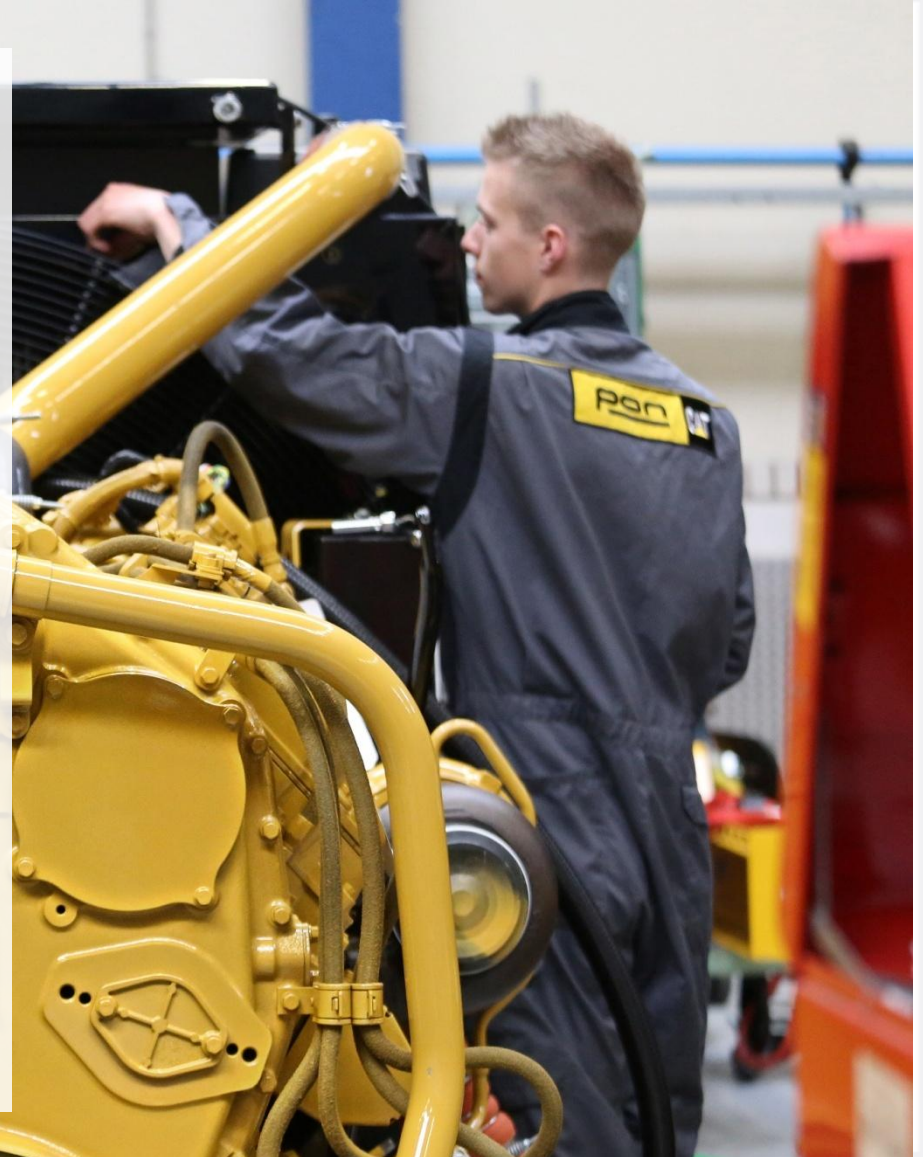
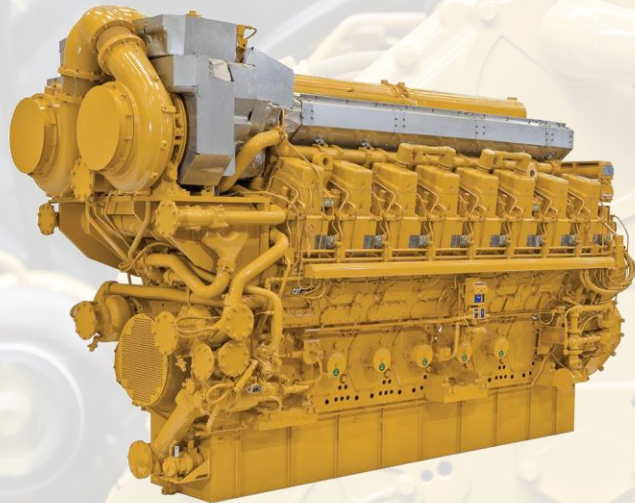
- Sinds 1926 officiële Caterpillar dealer
- Onderdeel van Pon sinds 2003
- > 1000 FTE NL + Scandinavië
- 15 vestigingen 7 NL + 8 Scandinavië





Pon Power

- Verkoop (1.5L - >14.000L)
- Engineering
- Projectmanagement
- Service





Wereldwijde Service



24/7/365 CSC



Training



Levering onderdelen



Olie Analyse (online)



Financiering





Scheepvaart



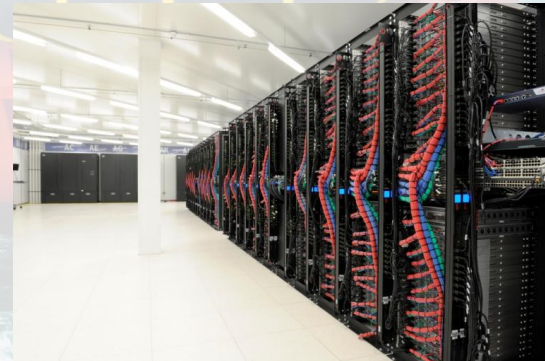
Industrie



Olie & Gas



Energie





Scheepvaart

- Zeevaart
- Baggerrij
- Binnenvaart
- Semi-overheid
- Jachten
- Visserij
- Drijvende overslag
- Aannemerij





VEILIGHEID



TCO



EMISSIES



BESCHIKBAARHEID

99.9%

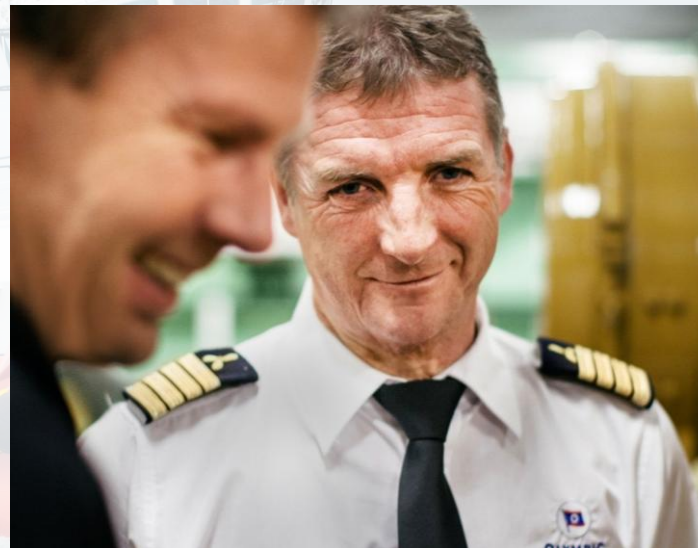
⌚ uptime





De klant centraal

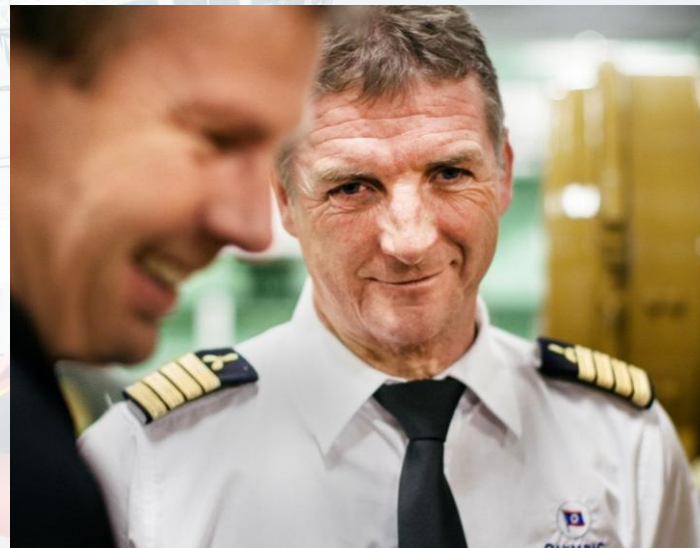
- 4 pijlers in de markt
- Mooi aanbod van services





De klant centraal

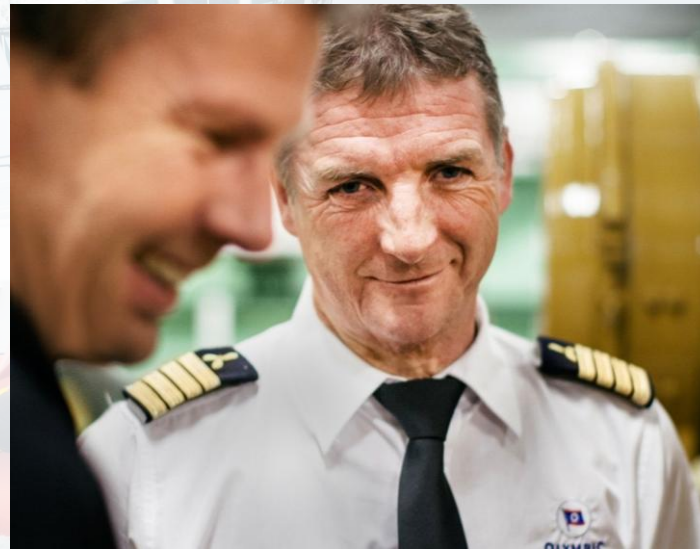
.. Maar is het de propositie waar de klant echt op zit te wachten?





De klant centraal

Zoeken naar toegevoegde waarde in lange termijn service proposities met betrekking van Service Design





Pon Power Service Levels

1. Uitgangspunten
2. Klantinterviews
3. Analyse klantinterviews
4. 'Business drivers' van de klant
5. Maken van proposities
6. Proces herziening
7. Competenties en capaciteit
8. Change Management Plan
9. Customer Journey
10. Go-to-market

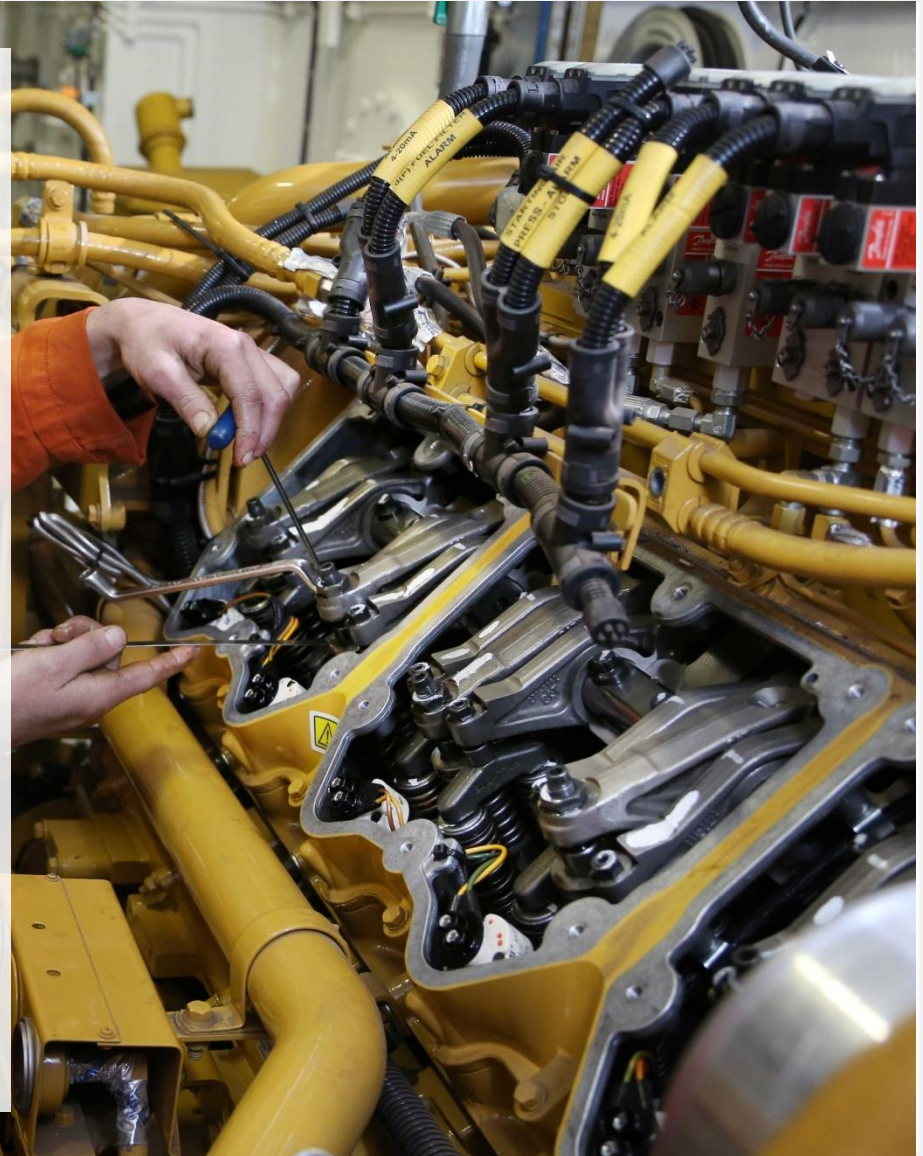


Ken je
klant en
zijn context



Ken je
bedrijf en
de markt

Ontwikkel je
producten, service
en communicatie met een
holistische aanpak





1. Uitgangspunten

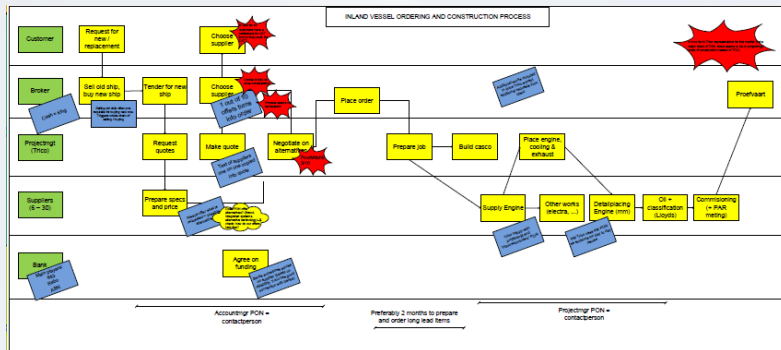
- Scope
- Team
- Huidige offering (CSA's en services)
- Klant
- Concurrentie-analyse



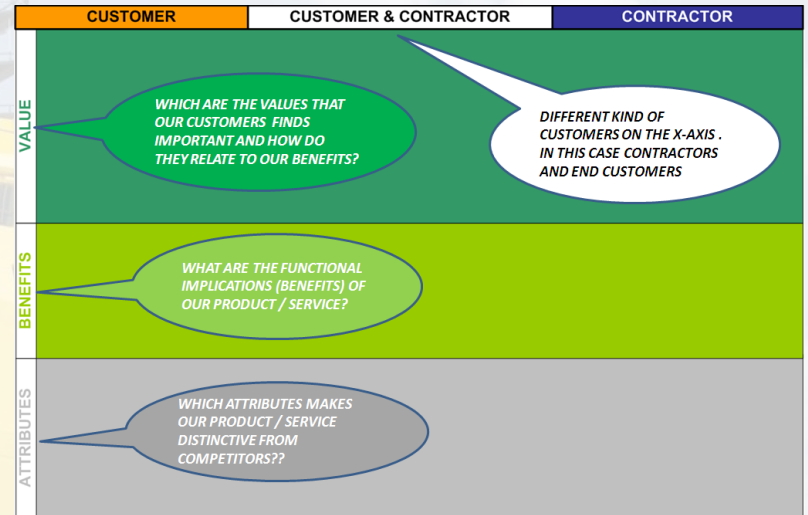


2. Klantinterviews

• Value Stream Mapping

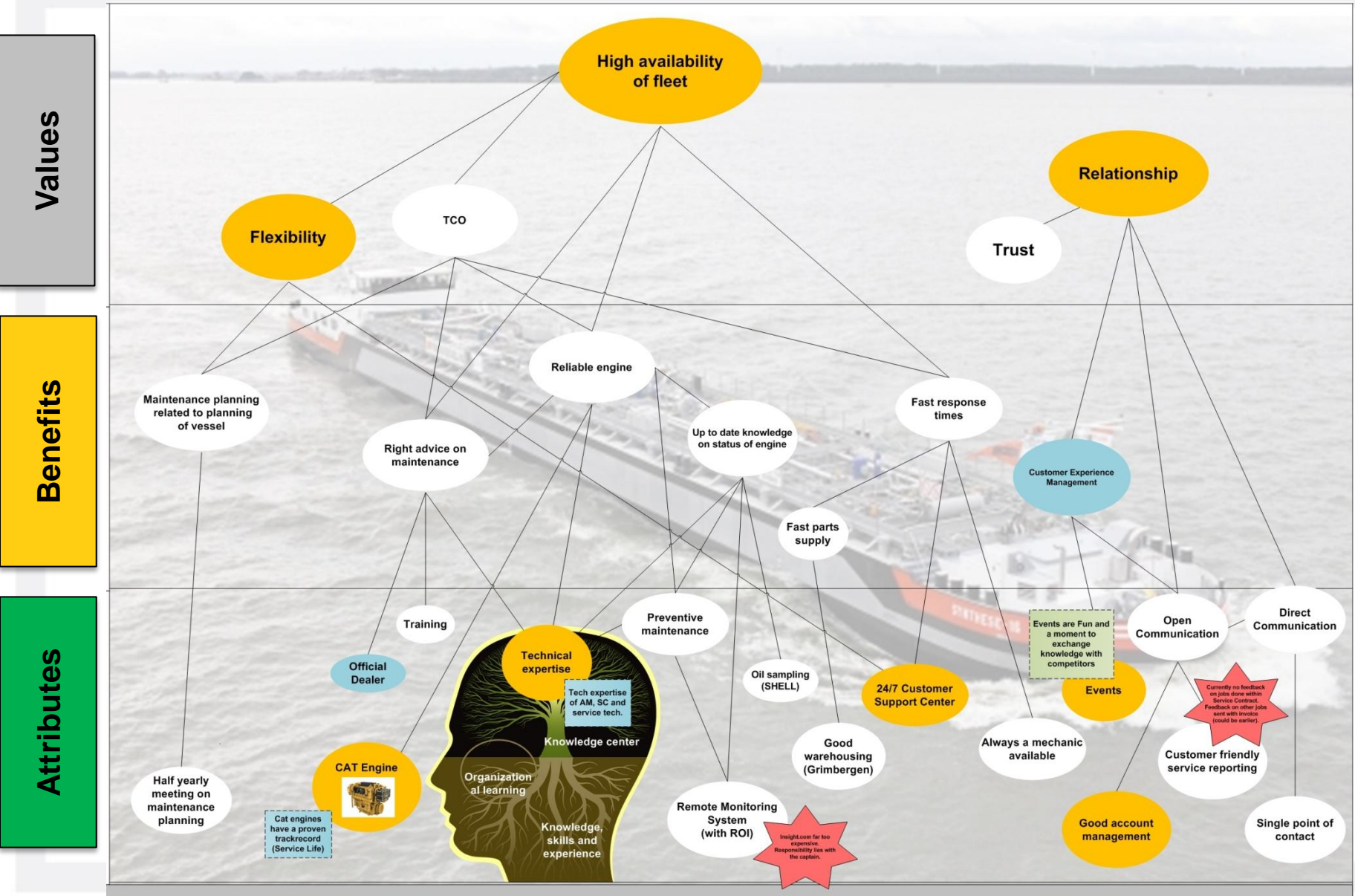


• Value-Benefit-Attribute Model





Klantgericht innoveren - Service Design

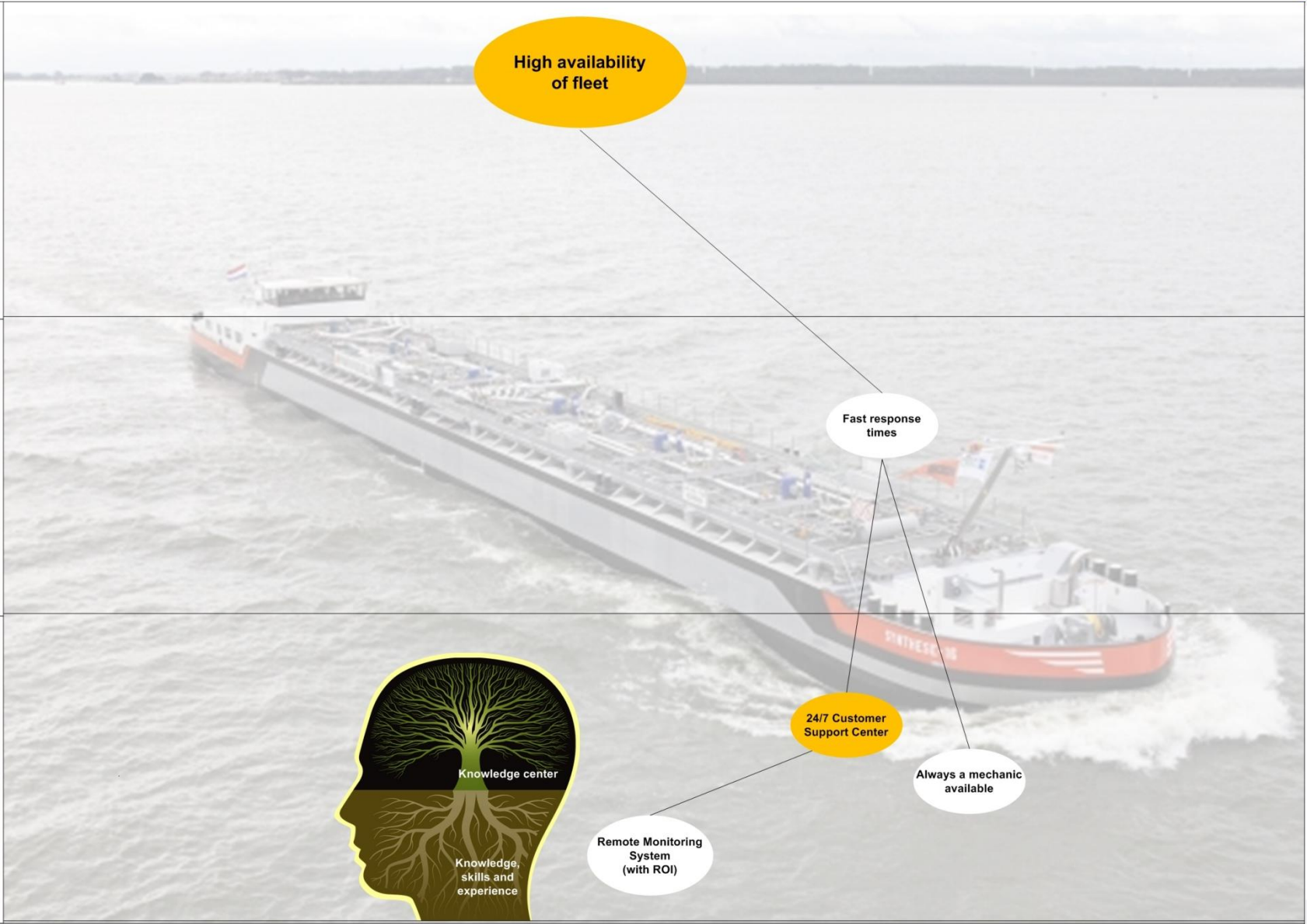




Values

Benefits

Attributes



High availability of fleet

Fast response times

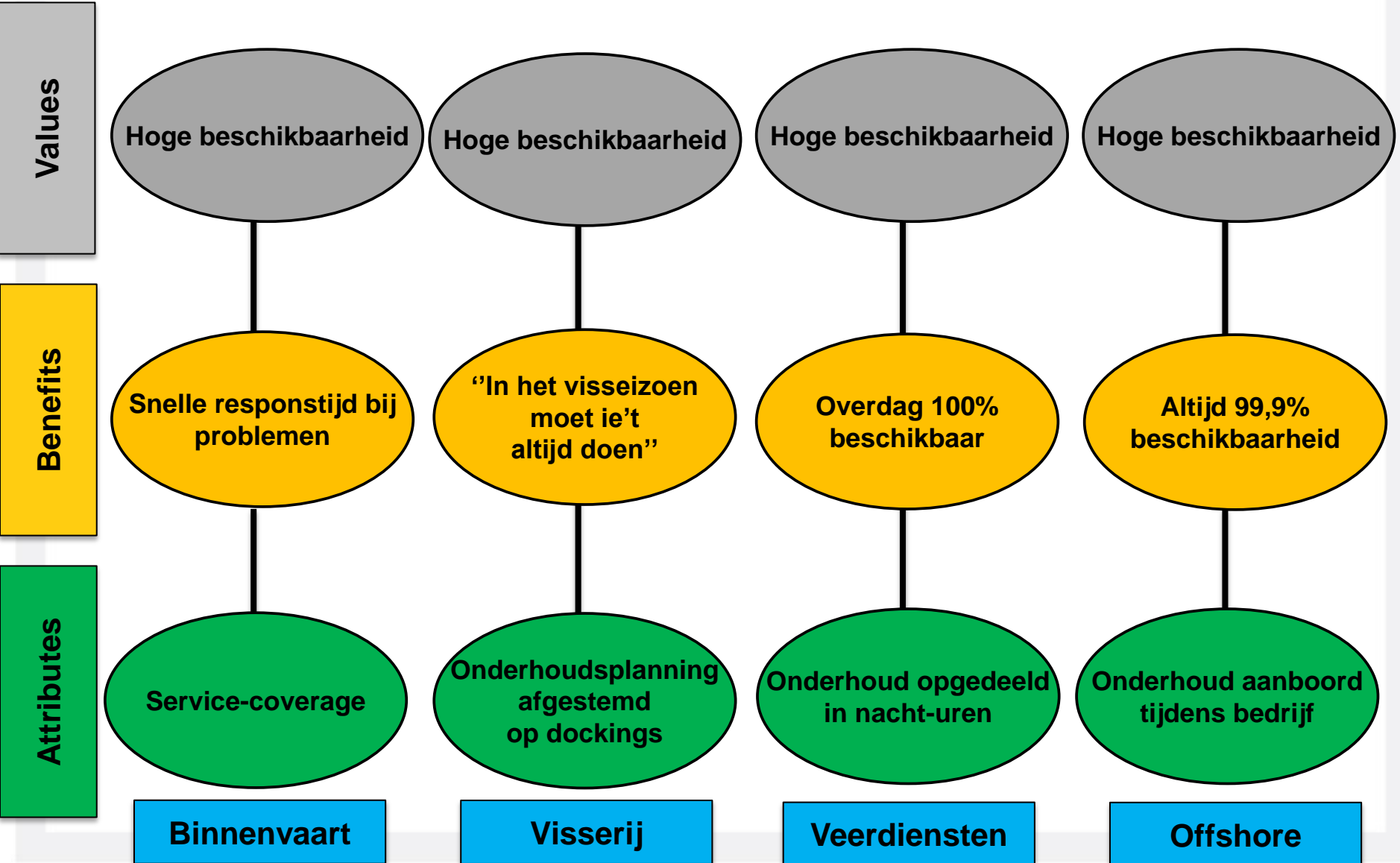
24/7 Customer Support Center

Always a mechanic available

Remote Monitoring System (with ROI)

Knowledge center

Knowledge, skills and experience





3. Analyse klantinterviews

- Values
- Benefits
- Attributes
- Business

OFFSHORE

Deep Sea Supply, Havila Offshore, Vroon, JR Shipping & Cargo

FISHING

Ingger Hildur (Fishing)

FERRY

Fjord1 (Ferry/passenger)

Tug & Workboat

Acta Marine (T&W), Loodswezen (T&W), Kotug (T&W)

IWW

Wijgula (IWW)

#

	Ingger Hildur (Fishing)	Fjord1 (Ferry/passenger)	Acta Marine (T&W)	Loodswezen (T&W)	Kotug (T&W)	Wijgula (IWW)	#
	X	X	X	X	X	X	10
		X	X	X	X	X	9
(8 month)			X	X	X		7
							1
	X	X	X	X	X	X	10
	X	X					4
		X					3
prime		X	X				3
	X	X	X				4
					X		3
	X	X	X	X	X	X	10
	X	X			X	X	8
							2
							4
				X	X		3
	X	X	X	X	X	X	10
	X	X	X	X	X	X	9
	X		X	X		X	7
	X		X	X		X	6
	X	X			X	X	5
				X	X		3
						X	1
				X			5

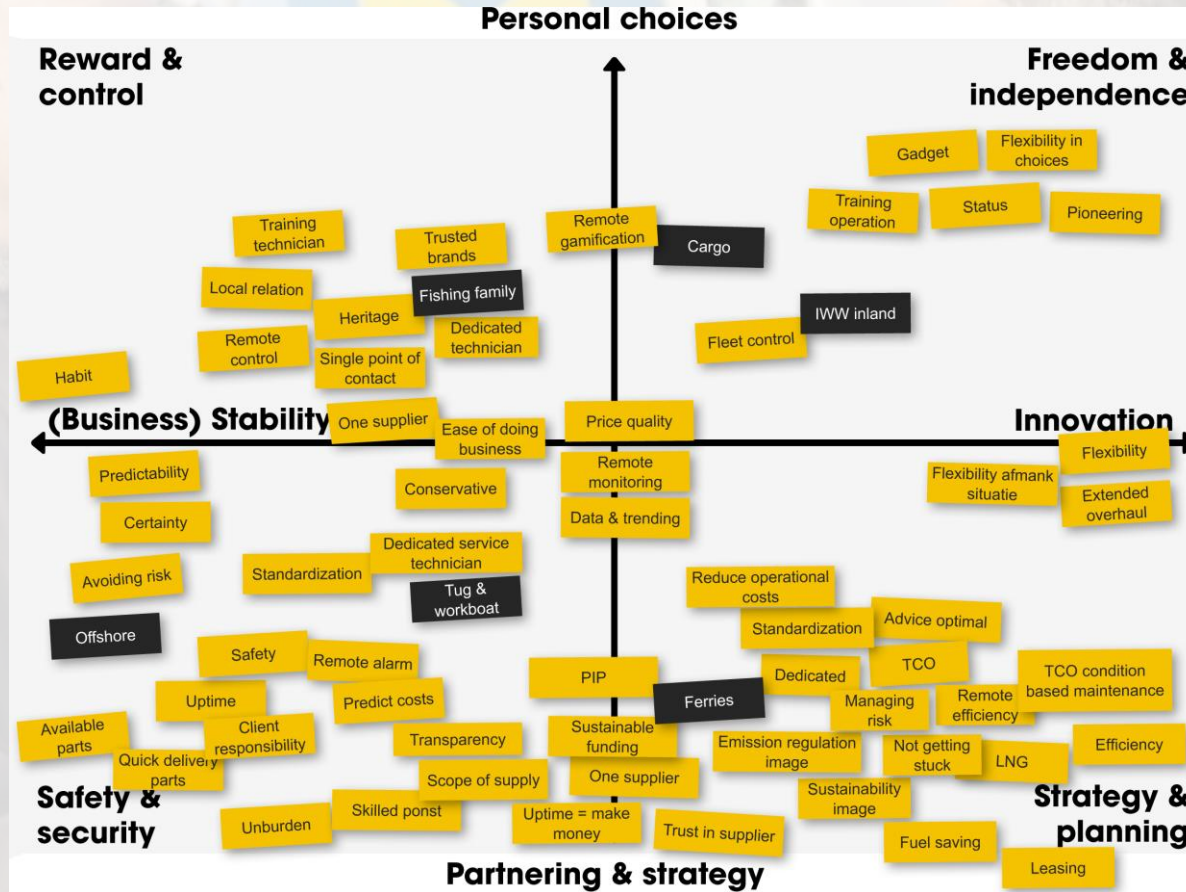
Customer Benefits (VBA)

	Deep Sea Supply (Offshore)	Havila Offshore (Offshore)	Vroon (Offshore & Cargo)	JR Shipping (Fishing)	Fjord1 (Ferry/Passenger)	Acta Marine (Tug & Workboat)	Loodswezen (Tug & Workboat)	Kotug (Tug & Workboat)	Wijgula (IWW)	#
Flexibility										
Flex in service personnel 24/7	X	X	X	X	X	X	X	X	X	4
Flex in contract (other suppliers in region)	X	X	X	X	X	X	X	X	X	4
Flex in contract (other suppliers out of region)	X	X	X	X	X	X	X	X	X	4
Match maintenance with vessel planning	X	X	X	X	X	X	X	X	X	4
Match maintenance plan with docking	X	X	X	X	X	X	X	X	X	4
Local 24/7 presence	X	X	X	X	X	X	X	X	X	1
Price differentiation (simple vs complex)	X	X	X	X	X	X	X	X	X	1
Oil sampling other equipment	X	X	X	X	X	X	X	X	X	1
Flexibility in service level	X	X	X	X	X	X	X	X	X	1
Parts availability										
Availability parts and quick delivery	X	X	X	X	X	X	X	X	X	10
Keep storage parts on stock	X	X	X	X	X	X	X	X	X	2
Remanufacturing parts	X	X	X	X	X	X	X	X	X	1
Quick customer process	X	X	X	X	X	X	X	X	X	1
Advice / reports about:										
The pan-CAT scope of supply (PPM etc.)	X	X	X	X	X	X	X	X	X	6
Extensive overall technical	X	X	X	X	X	X	X	X	X	5
Optimal engine operation (maintenance)	X	X	X	X	X	X	X	X	X	2
Optimal engine operation (fuel)	X	X	X	X	X	X	X	X	X	2
The pan-pan-CAT scope of supply	X	X	X	X	X	X	X	X	X	4
Innovation										
Engine regulations	X	X	X	X	X	X	X	X	X	6
Ability to provide solutions on alternative fuels	X	X	X	X	X	X	X	X	X	4
Green energy	X	X	X	X	X	X	X	X	X	2
Being a pioneer	X	X	X	X	X	X	X	X	X	2
Intelligent maintenance										
Condition based maintenance	X	X	X	X	X	X	X	X	X	5
Data analysis for trending	X	X	X	X	X	X	X	X	X	3
Fuel control	X	X	X	X	X	X	X	X	X	2
Remote monitoring	X	X	X	X	X	X	X	X	X	3
Knowledge										
Knowledgeable technician	X	X	X	X	X	X	X	X	X	6
Knowledgeable pan-CAT	X	X	X	X	X	X	X	X	X	5
Knowledgeable Service Coordinator	X	X	X	X	X	X	X	X	X	4
Training										
Technical	X	X	X	X	X	X	X	X	X	3
Operational (fuel efficiency / cost reduction)	X	X	X	X	X	X	X	X	X	2

mentioned during interview

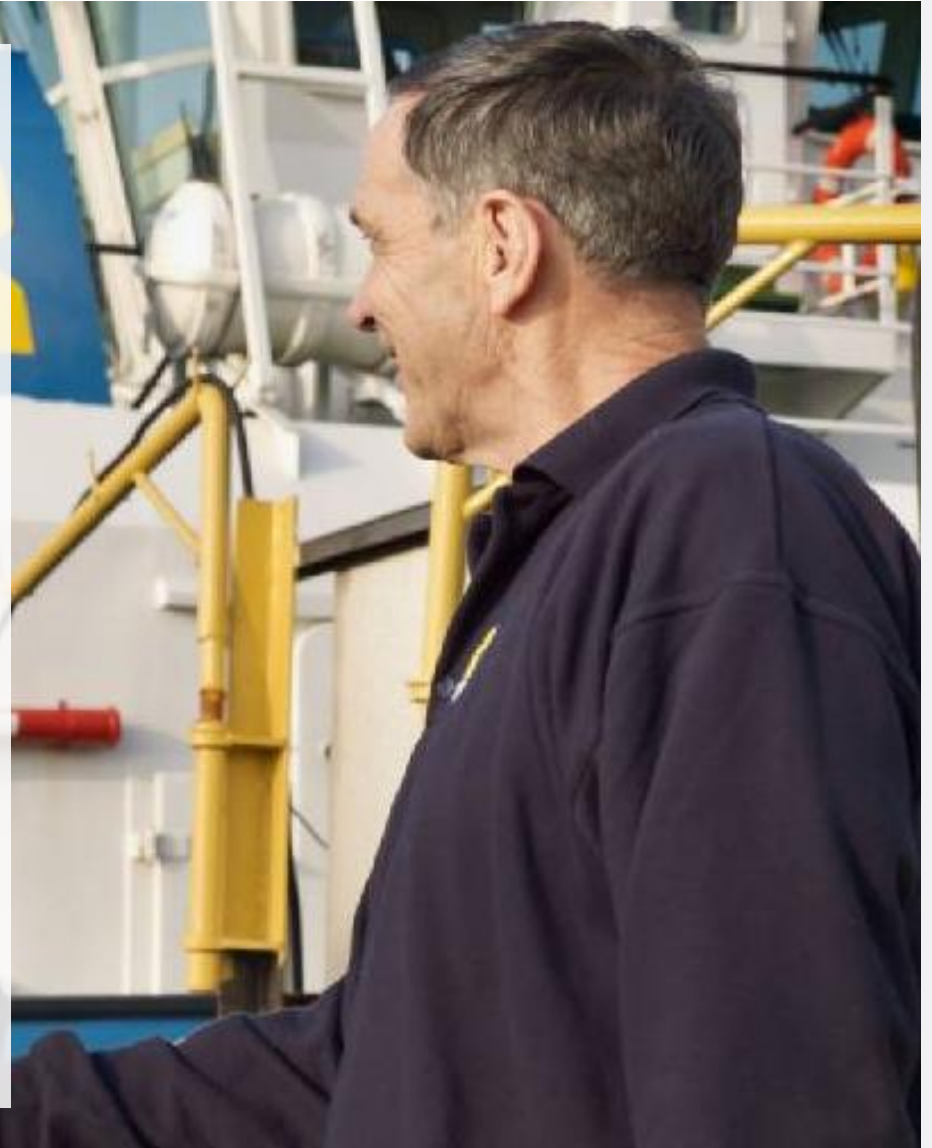
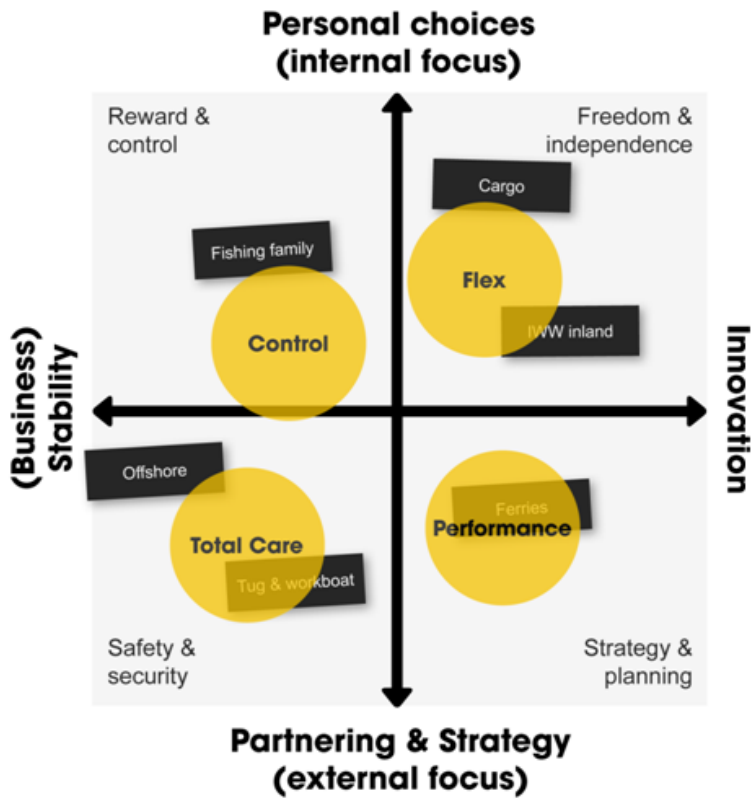


4. 'Business drivers' van de klant





5. Maken van proposities





5. Maken van proposities



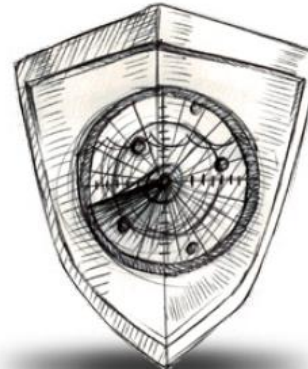
Flex

- Essentials
- Flexibility
- Autonomy



Control

- Knowledge
- Predictability
- Planning



Performance

- Partnership
- Efficiency / TCO
- Monitoring



Total Care

- Certainty
- Outsourced
- Uptime



5. Maken van proposities

ITEM	INCLUDED	OPTIONAL	N/A
Remote monitoring (ADVICE) ★★★★★	●		
Oil analysis	■		
Oil interpretation	●		
Coolant analyses		○	
Performance test (PAR)		○	
Periodic inspection mechanical (TAM)		□	
Periodic inspection electrical (TAE)		□	
Boroscopic inspection		○	
Alignment check		□	
Fuel injectors			N/A
Turbochargers			N/A
Top-end overhaul	●		
Major overhaul	●		
Filter package	●		
Water pump		○	
Cooling water thermostats		○	
Unscheduled repairs			x
Recommended tool package		○	
Recommended spare parts package		○	
Recommended strategic parts stock		○	
Technical training		○	
Int. emergency call-out fee*		○	
Client specific guarantees			x

ITEM	INCLUDED	OPTIONAL	N/A
24/7/365 service support on call	●		
Response after initial contact (hours)	1		
Service work report after each service interval	●		
Response time for unscheduled repairs (hours)**	8		
Discount	●		
Targeted TCO reduction	●		
Operational meeting	●		
Operational master class	●		
Fee based contract		○	
Newsletter to update on status of the fleet engines	●		

* Does not apply for destinations requiring specific visa or other documents
 ** Except for international call-outs and national holidays
 Contract term is 5 years



● Included
 ■ Included, performed by Pon or third party
 ★ Included level
 ○ Optional
 □ Optional, performed by Pon or third party
 x Not available
 N/A Not applicable



6. Proces herziening

- Operationeel proces
- Klantcontact en contractmanagement
- Service
- Monitoring
- Facturatie

Operations

Process for Non Power Marine CSA customer in Non Domestic water within Pon territory

The process flow below illustrates how to service CSA customers when they are located in Non Domestic water, within Pon territory.

Inter OpCo policy: "Within Pon territory only make CSA's with customers in your domain", "CSA owners' client has local main office, if not CSA should be agreed by local Pon OpCo".

Newly defined CSA Guidelines

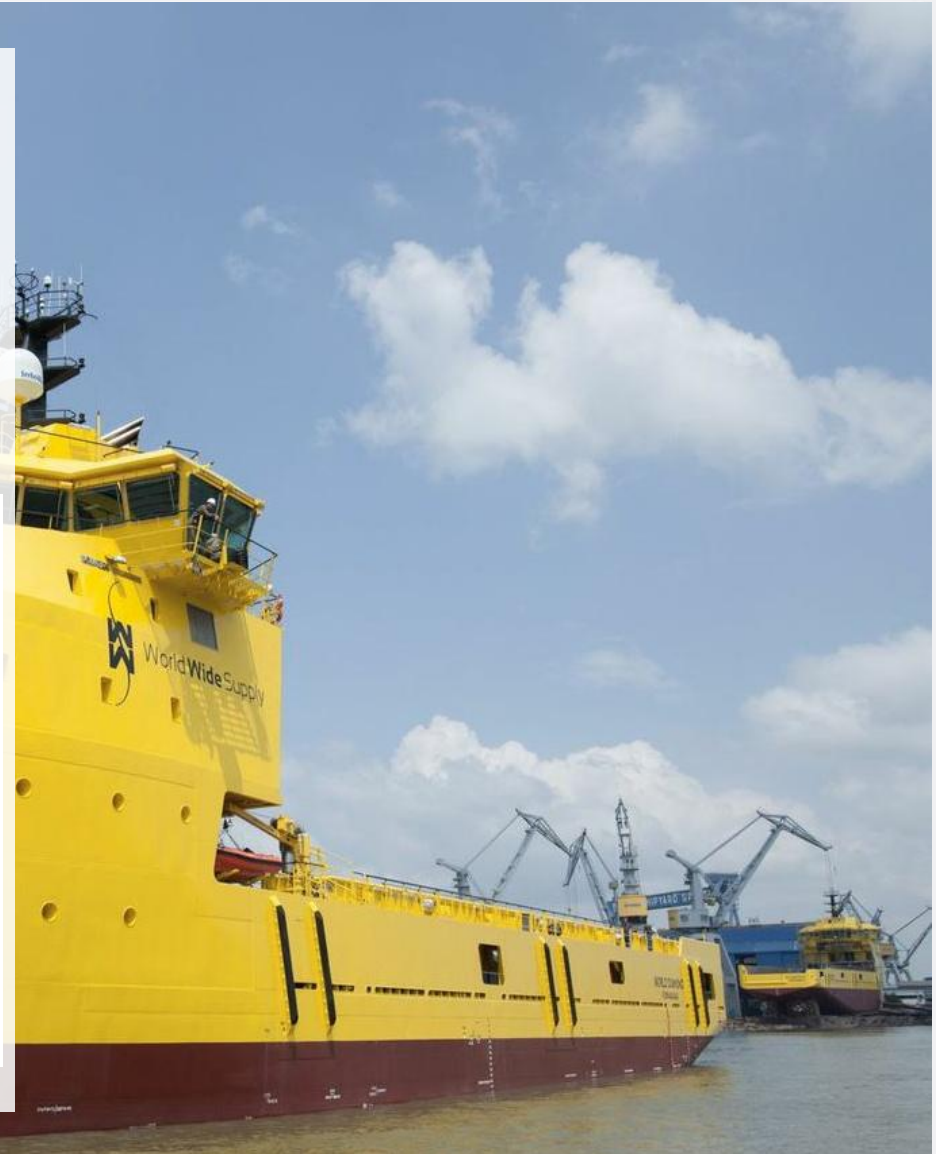
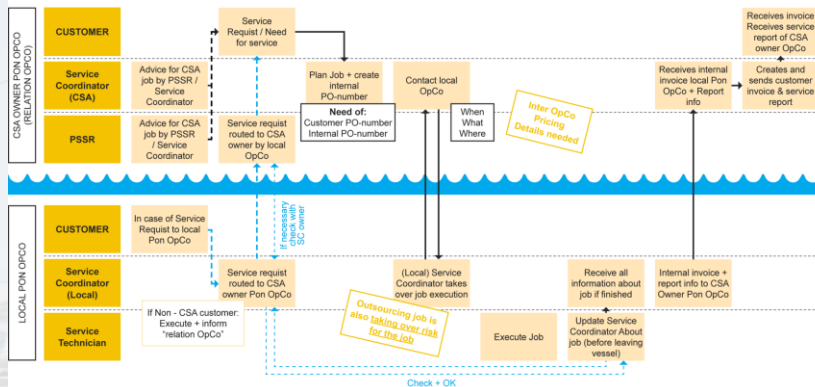
1. Total fuel burn is the baseline for TBO's instead of running hours (load factor and thus fuel burn is a better parameter for customer specific maintenance).
2. Variables such as fuel/coolant and oil quality, maintenance standards and operation conditions will influence our recommended TBO's.

Travel fee is not included in CSA, if we act more local we can make better use of our footprint. Selling / explanation point for our customers.

Insight.com: PPNL is monitoring.

- In case of Alarms there will be direct contact to the emergency number of CSA owner.

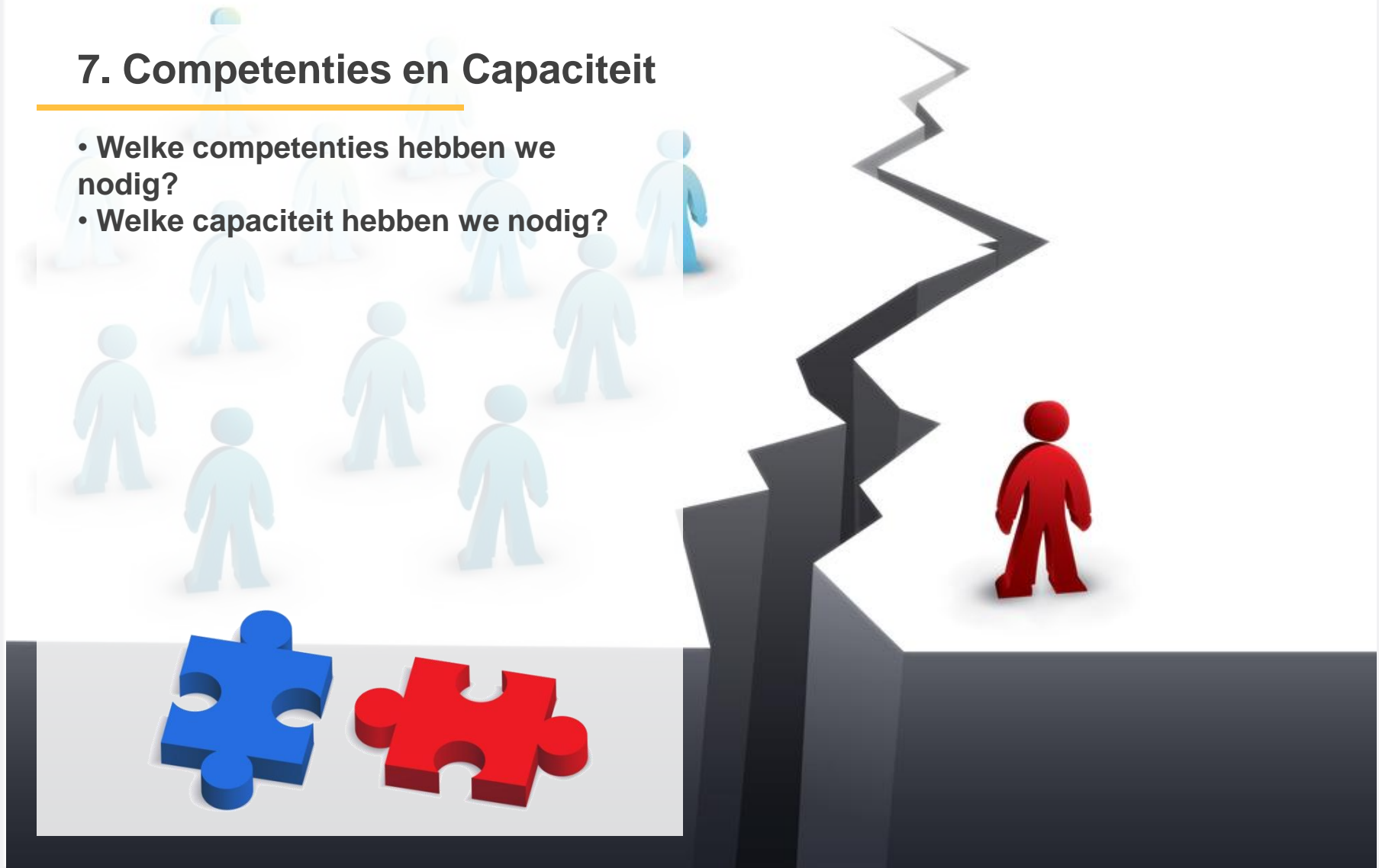
- In case of trending deviation, this will be reported to the Service Coordinator of the CSA owner.





7. Competenties en Capaciteit

- Welke competenties hebben we nodig?
- Welke capaciteit hebben we nodig?





8. Change Management Plan

- Input 'process review'
- Input 'workshop competenties en capaciteit'

Zorgen dat de nieuwe offering ook geleverd kan worden.

Nr	Task	Owner	Start	End	Duration (Days)	% Complete	Remaining Days	Days complete	Days Remaining
1	Central base office CCC level 314 via satellite phone number	Owner	2-Sep	31-Dec	120	0%	87	0	120
a	Design a protocol, what number to call when for all countries	SC	2-Sep	31-Oct	80	0%	44	0	80
b	Develop procedure that all Performance and Total Care contracts that are sold in the future, are scanned and added to the Customer Database (Local Notes)	SC	15-Sep	31-Oct	47	0%	34	0	47
c	Change the checklist, reviewing existing new introductions	SC/ST	30-Sep	15-Oct	16	0%	12	0	16
e	Agree on shared costs allocation of this shared service department	ML/TC	31-Oct	31-Dec	62	0%	44	0	62
2	Advise on target benchmarks for the local coordinator (available per country)	Owner	2-Sep	30-Sep	29	0%	20	0	29
a	Design process for structure	Owner	2-Sep	16-Sep	15	0%	11	0	15
b	Make arrangements around when	Owner	16-Sep	30-Sep	15	0%	11	0	15
	Make	Owner	1-Oct	1-Oct	1	0%	1	0	1
3	Advise reports once per quarter	Owner	2-Sep	30-Dec	120	0%	86	0	120
a	Review report.com 2.0, compare template, deploy template, add training, add selection per end-user and training	TS	2-Sep	31-Dec	121	0%	87	0	121
b	Review.com, find technical data in 'support case' for the analyst and 'recreation' case for the back office service	TS	2-Sep	31-Dec	121	0%	87	0	121
c	Compare all different case courses with report generator software (like Cognos or SSRS) to substance	TS	2-Sep	31-Dec	121	0%	87	0	121
d	Review process	TS	2-Sep	31-Dec	121	0%	87	0	121
e	Develop online report tool which we can use for training communication purposes	SC	15-Sep	30-Sep	16	0%	10	0	16
4	Advise by an advisor to improve performance and/or reduce TCO	Owner	2-Sep	7-Sep	6	0%	5	0	6
a	Help ML to the on advisor (i.e. in business and performance reality)	MS	2-Sep	8-Sep	7	0%	5	0	7
b	Has operations/ML/Comms/ESSE benchmarking, data including 2 month record, benchmark check if sub-process/ML/EPG can partly take over	MS	10-Sep	1-Feb	145	0%	104	0	145



CHANGE AHEAD



9. Customer Journey



Stakeholders	Naval architects	Yard	Tender consultants	Ship owner	Operator	Super intendant	Technician
1	X	X	X				
2	X	X	X				
3	X	X	X				
4		X	X				
5	X	X					
6		X		X	X	X	X
7				X	X	X	X
8				X		X	
9				X		X	
10				X		X	
11				X	X	X	X
12				X	X	X	X
13				X	X	X	X
Main needs	Drawings Size Weight	Low prime price	Low prime price TCO	TCO Uptime	Uptime Serviceability TCO	Uptime Serviceability TCO	Serviceability



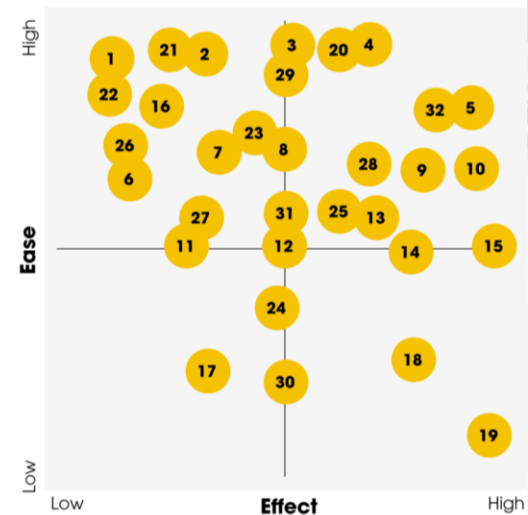


9. Customer Journey

Initiatives	
1	Brass Cat Shields
2	Extensive operation training during commissioning phase
3	Repair advisory session
4	250h test report & sales opportunity at end of warranty
5	Segment focused brochures (e.g. fishing / offshore / ...)
6	Pon representatives & speakers at seminars about fleet management
7	3D printed models/ Lego pieces used in quote
8	Share knowledge online
9	Service application for sales team (wizard 2.0)
10	Strategic partnerships with icons (i.e. Rotterdam harbour)
11	Easy Quote with a short summary and interactive links to provide in-depth information
12	Easy access to CAD models of CAT engines (for naval architects)
13	Commercial fleet management workshop as a sales tool
14	TCO workshop (customer based) for level C & D service agreements
15	Events focused on service levels & fleet management
16	Newsletter
17	Service wizard to quickly provide an overview of all service options (wizard 1.0)
18	Trend reports (data analysis)
19	Portal application for service levels (monitoring, billing, knowledge, maintenance, trend reports, etcetera...)
20	Service levels focused brochure
21	Total service coupon
22	Shield keychain
23	Commissioning package (with warranty, logbook, service voucher, etc.)
24	Webinar
25	SEO
26	Online list with specifications of different service levels
27	Movies/testimonials from customers
28	Build relationship with yard to identify owner during early stages
29	Direct mailing to current clients
30	Cloud logbook with service passport (portal 1.0)
31	Celebrate official test run (with shield)
32	TCO calculation tool

Best rated ideas of the CJM-workshop plotted on Ease & Effect Matrix (not sorted on relevance)

More in-depth information on how ideas relate to the different stakeholders involved can be found in the appendix.





10. Go-to-market

2013

Basic tools

During the first phase we will focus on introducing the basic components for our sales kit and implement the quick wins to improve our service.

Turning our brand into a trusted service

SALES KIT



The sales kit contains Smart Sales Tools and Promotion Tools. Smart Sales Tools aim to help the sales team identify the right service level for the client, while Promotion Tools help to improve the client relationship.

Basic Sales Tools

- Service level brochure, Service wizard, Easy quote (P), TCO calculation tool

Promotional Tools

- Total service coupon, 3D printed models, Shield keychain



BASIC SALES TOOLS



PROMOTION

SERVICE LEVELS



Service Improvement ideas help to develop and improve the different Service Levels propositions.

Service Improvement

- Commissioning package (All), TCO workshop service levels (C/D), Tip of the week/webinar (All)
- Newsletter



SERVICE



18

MARKETING ACTIVITIES



The marketing activities vary along the different phases. During phase 1 we'll introduce Online Marketing to create awareness around our service offering. Secondary we'll aim to set up Strategic Partnerships.

Online Marketing

- SEO, Online list with specs from service levels, Movies/testimonials

Strategic Partnerships

- Use strategic partners to promote the brand



ONLINE



PARTNERING

SALES ACTIVITIES



We'll support sales by identifying quick win moments to sell our service levels. During phase 1 we will push our service among current clients using Exclusive Invite. Building Relations will help us to identify the ship owner during early stages of the sales funnel.

Introduction Opportunities

- Repair advisory session, 250h report

Relations

- Build relationship with shipyard to discover ownership

Exclusive Invite

- Direct mailing to current clients



INTRO OPPORTUNITY



RELATIONS



EXCLUSIVE INVITE



Klantgericht innoveren - Service Design

pon

CAT

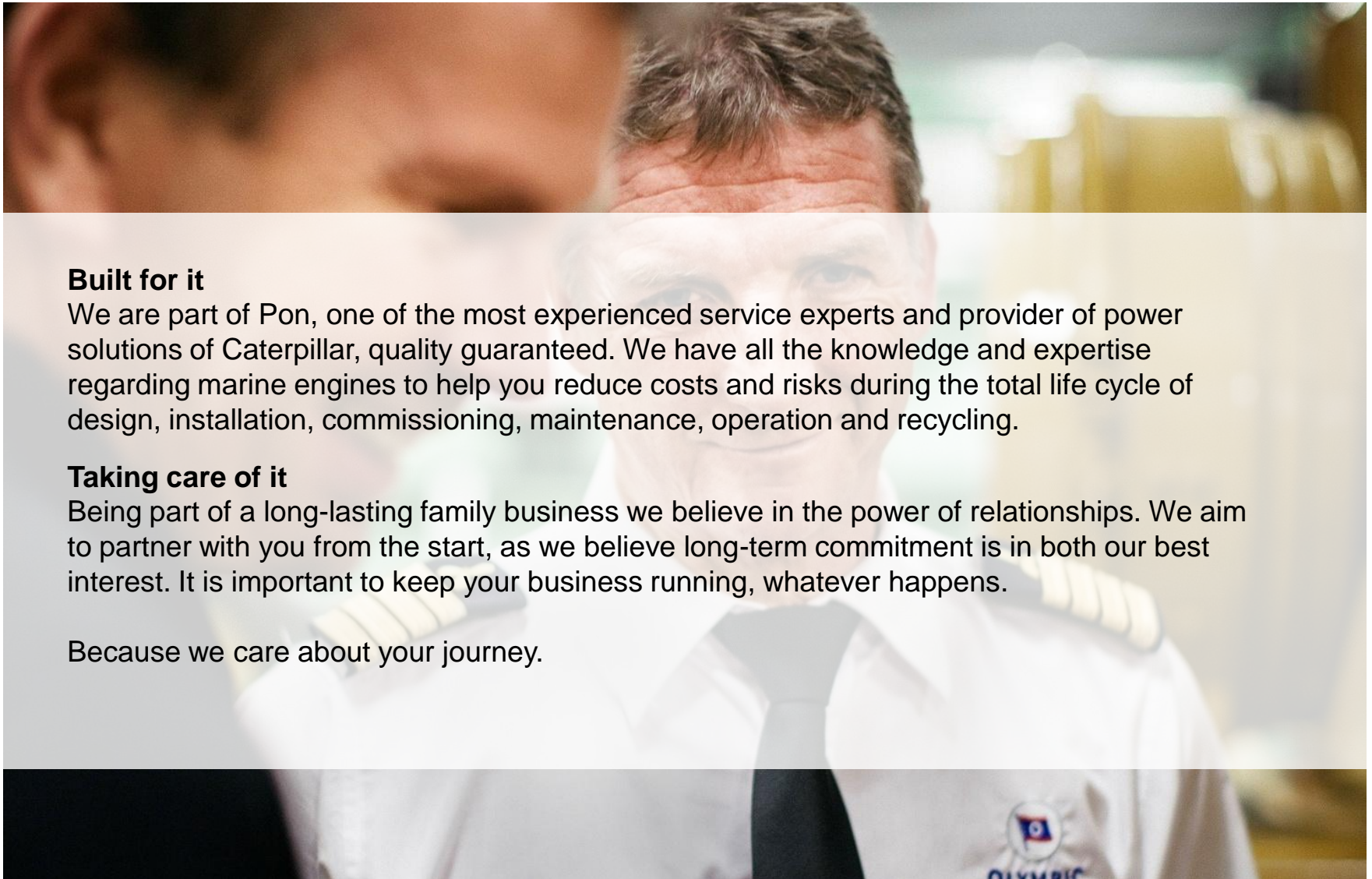
Built for it

We are part of Pon, one of the most experienced service experts and provider of power solutions of Caterpillar, quality guaranteed. We have all the knowledge and expertise regarding marine engines to help you reduce costs and risks during the total life cycle of design, installation, commissioning, maintenance, operation and recycling.

Taking care of it

Being part of a long-lasting family business we believe in the power of relationships. We aim to partner with you from the start, as we believe long-term commitment is in both our best interest. It is important to keep your business running, whatever happens.

Because we care about your journey.





10. Go-to-market

PERFORMANCE



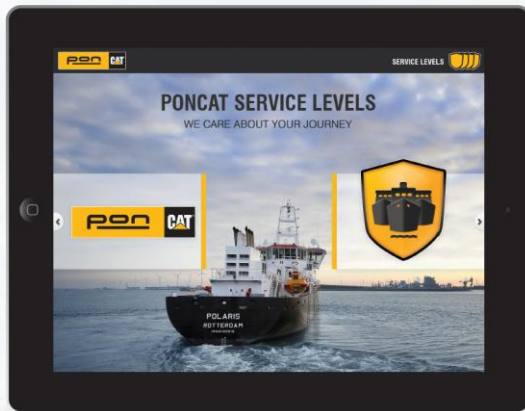
Performance provides you with a complete monitoring system and the right advice to optimise TCO and fleet efficiency. Pon is your partner to get the most out of your Cat power solution. That's what we call forward thinking.

Pon, we care about your journey.



10. Go-to-market

- Waardeer je huidige contract-klanten
- Informeer alle klanten
- Informeer de markt



P15 Service Levels Launch Communication

Comp	Activity	Media	Deadline	Status	Responsible	Main message	Comments
PPRA	Adjustment of Development Plan	Development Plan	0-5-2013	done	ME	N/A	
PPRA	Info to P15 on 1st of Oct meeting	Meeting	0-5-2013	done	J&MB	Detailed info and differences - cost and moment points	Signor Service team on services per level and descriptions
PPRA	Info to P15 employees (general)	Info sheet	3-5-2013	in progress	ME	New concepts - customer focus + standardization	
PPRA	Info to Sales Team	Communication	7-5-2013	in progress	RE/ME	Letter, Development Plan and detailed info	
PPRA	Info to Service Operational Team	Communication	7-5-2013	planned	ME	Letter, Development Plan and detailed info	
PPRA	Information request form	WEB	1-5-2013	in progress	HUB	N/A	
PPRA	Google adsense	WEB	1-5-2013	in progress	HUB	N/A	
PPRA	Printed brochures	Print	1-5-2013	done	J&M	N/A	
PP	iP ad app	Mobile sales tool	1-5-2013	approval	ME	N/A	
PP	Merchandize (reprint sheet)	Merchandise	1-5-2013	in progress	ME	N/A	Give away for hot trade and new contracts
PPRA	Training of sales team	Meeting	7-5-2013	planned	ME	Development Plan, detailed info and toolboxes	
PPRA	Info to existing CAT CSA customers	DM - follow up P15SR	17-5-2013	in progress	J&MB	New concept - improving a process - staying with current concept or moving to new	
PPRA	Send press release to FA, media	Press release	21-5-2013	planned	J&M	New concept - improving a process	Depends on date P15SR training
PPRA	Homepage banner	WEB	21-5-2013	in progress	HUB	New concept - improving a process - try to position/move into? Europe/	
PPRA	News item on website	WEB	21-5-2013	in progress	HUB	New concept - improving a process - try to position/move into? Europe/	
PPRA	Create new landingpage - new web	WEB	21-5-2013	in progress	HUB/ME	New concept - improving a process	
PPRA	Info to all non CSA Marine customers	Newletter	26-5-2013	in progress	J&MB	New concept - improving a process - try to position/move into? Europe/	Deleted info on Europe/
PPRA	Follow up all existing CSA customers	DM - follow up P15SR	1-5-2013	in progress	ME/J&M	Reminder	Europe/ important platform
PPRA	Follow up all non CSA customers	DM	6-5-2013	in progress	J&MB	Reminder	Europe/ important platform





Klantgericht innoveren - Service Design

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MARINE SERVICE LEVELS



WE CARE ABOUT YOUR JOURNEY

Bedankt voor uw aandacht.

