FOR CONNOISSEURS The cook does the serving here

FOR EVERYONE Hermes Logistik and ERGO Direkt with new complete solutions

FOR MORE MARKETING The new Release 12.6 is here!
We just opened our seventh office – the second in Germany: in Munich. I am sometimes asked why we are successful in Germany. Honestly, I don’t know. It could be our Swiss virtues, or perhaps luck or even our “dual strategy”. We produce and integrate our software and supply everything from a single source. We seek to be a partner, from the initial consultation and concept to the completely integrated software solution – even in challenging times – and beyond.

We set up small, high-performance teams. We like what we do, to get involved and to lend a hand: but that’s not enough. Those who make software for customer relationships, in particular, must understand, feel and experience how a contact center functions, or what everyday business looks like at the counter, in sales or marketing; you can only help if you understand.

Our value “the cook serves the meal” expresses it best. We want to cook; we love to cook! And yet, we also seek to serve, to be useful to our customers, to listen and learn how we can improve in the process.

This is both what makes us special and limits our growth. Around half of our marketing expenditure goes to recruitment. Each year, we are proud to welcome 20 new BSI team members, each of whom enjoys working, with software and for people.

Christian A. Rusche
CEO BSI
Sushi master Koji Sawada does things his way. Before opening his tiny, self-named restaurant in Tokyo's upscale Ginza district seven years ago, and before earning the two Michelin stars that testify to his uncompromising quest for quality, he worked as a parcel delivery man, subcontracting to the major Japanese trucking firm Sagawa Kyubin. Parcel delivery in Japan is extremely gruelling – but the pay can be very good. “I wanted to open this restaurant on my own terms, without going into debt,” Sawada says, of the reason he took the trucking job.

He is 40 years old, a big man with a shaved head and a ready laugh. His imposing physique is due in part to his childhood love of baseball, and his stint as a high school track-and-field athlete. He is the sole chef and owner of Sushi Sawada, a seven-seat shrine to sushi – that quintessential Japanese delicacy of raw fish and other morsels laid on thumb-sized, vinegared blocks of rice. His petite wife is his assistant. Asked what attracted him to the world of high-end sushi, he says simply, “I always loved fishing.”

Sawada’s route to the top was anything but conventional. As a rule, the typical sushi-ya (the Japanese word can refer to both the sushi chef and the sushi restaurant) only earns his stripes after many years of training. In his early years, he’ll clean the kitchen and take out the garbage or wash rice – before he’s even allowed to prepare fish. Often his entry into the business is helped by family connections. The money to launch a restaurant may come from a friendly backer.

From newspaper delivery man to sushi-ya
Sawada had no such advantages: his father died when Sawada was still at middle school, and though he was legally underage, he began working newspaper delivery routes with his older brother. He later lived for several years as a professional gambler, playing pachinko – Japanese pinball. He also worked as a temporary kitchen-hand, through which he cultivated his love of food. Over a span of five years, he visited many sushi-ya, to observe and absorb techniques. Eventually he decided to take another gamble, betting that if he opened his own restaurant, his familiarity with fish would pay off.

His restaurant, in the western suburbs of Tokyo, had only five seats, but it was a hit, and it fired Sawada’s ambition. He decided to move, and this time he aimed for the top. With money saved from his trucking job, he sought out the most luxurious location he could find, where his customers could expect nothing but the best, and settled on a venue only metres from the main intersection at Ginza, the most prestigious of Tokyo’s shopping precincts and a district that, at the height of the 1980s bubble economy, commanded a real-estate value exceeding that of the entire state of California.

His job as a delivery man taught him just how to satisfy customers more than any cooking course.

The tiny restaurant in Tokyo’s upscale Ginza district is named for its owner, Koji Sawada. Two Michelin stars bear witness to this sushi master’s uncompromising quest for quality. Serving his guests himself comes naturally to Sawada. This is the best way to find out what they want – and thereby embodies the quintessence of the BSI value “the cook serves the meal.”
his food did not hit the mark. “I was 31 when I started, and it’s very unusual for someone that age to start in sushi,” he says. “But I’m completely independent.”

Sawada attributes some of his success to what he learned as a delivery man. In fact, he says, the trucking job taught him more about how to please a customer than any of his cooking training.

Parcel delivery as the perfect training
As anyone who has lived in the country would know, Japan’s private trucking network reaches almost every pocket of these islands in a dense and sophisticated web of intensely competing firms, of which Sagawa Kyubin is one of the biggest. The drivers work at a frenetic pace over marathon hours, packing their two-ton trucks with almost every kind of parcel, from documents to fragile wines, auto parts and furniture, and hauling their loads through narrow, labyrinthine streets before running them by hand or on their shoulders or on trolleys into buildings or up countless flights of stairs. A chief requirement of the job – along with physical fitness – is that all drivers be unfailingly polite, and this can be a particular challenge in Tokyo, where even looking for a parking spot can drive some people to road rage.

There’s a certain romanticism to the stoic toughness of the driver-deliveryman, and the best of them, like top professionals in any field, make the job look easy. “You’re not just a driver – you’re also doing sales and customer relations,” says Sawada, adding that the same qualities make a good sushi master. Indeed, both jobs demand similar traits: adaptability to different customers; punctiliousness and time management skills; multi-tasking; and an instinct for logistics – whether it’s working a knife to make the most economical use of a valuable block of fish, or efficiently packing a truck.

Both jobs also thrust their practitioners into the public eye, although the sushi-ya’s job obviously gets more scrutiny. Sawada enjoys the spotlight, and his audience is the intimate space of his restaurant, where the customers watch his every move. Performance is part of the sushi-ya’s job, he says, and his responsibility is not only to produce sublime food, but also to present each piece of sushi with perfect style and timing.

“There is no such thing as the sushi-ya where the master is only a backstage worker,” he says.

The new Sushi Sawada attracted attention, but not only for the reasons one might expect.

To be sure, customers lauded the quality of Sawada’s fish, the slightly hard, al dente texture of his rice, his authoritative good humour, and the austere tranquillity of his premises, in which traditional honey-colored timberwork offsets a counter carved from a single raw slab of white hinoki cypress.

Recognition from competitors and critics
But what most excited the food critics was the ascendance of this humble ex-Sagawa Kyubin trucker to the hallowed heights of gourmet sushi. On some nights, Sawada would find his entire counter taken up by mature shaven-headed men – they were, of course, fellow sushi chefs, come to check Sawada out. Their bald heads would surely have twitched again when Sawada won his Michelin stars in 2008, though no one could claim that his food did not hit the mark. “I was 31 when I started, and it’s very unusual for someone that age to start in sushi,” he says. “But I’m completely independent.”

Sawada’s sushi delights with its consummate taste – so good it seems to melt in your mouth.

THE NEW SUSHI SAWADA ATTRACTED PLENTY OF ATTENTION, YET NOT ONLY FOR REASONS ONE WOULD EXPECT.

Customer relationships at their best
Sawada engages customers in easy banter, by which he also judges their appetites and their likes and dislikes. This is crucial as there is no menu at Sushi Sawada, only a parade of what’s best on the day. For foreign visitors who speak no Japanese, he makes sure to check preferences with their hotel concierge, or a Japanese-speaking acquaintance, before taking reservations.

When customers are seated, he slices morsels of tuna and other fish with a deft and graceful pull of his knife, or gently sears the outside flesh of rich and fatty toro tuna belly with hot coals. He squeezes the body-temperature, vinegared rice into bite-size blocks, known as shari in sushi speak, smearing a dab of wasabi – the searingly pungent Japanese horseradish – onto it before firmly placing the fish on top. His rice holds its shape, yet is loosely packed. “There’s a lot of air between the grains,” says Sawada, and this is what gives his sushi a sublime melt-in-the-mouth feel.

Another way Sawada looks after customers is the attention he pays to portion size. If a couple arrives on a date, and Sawada judges the woman to be a lighter eater than the man, he will make her rice blocks smaller, so that both partners can enjoy the same number of pieces, at the same pace. He keeps a constant eye...
SAWADA GOES AS FAR AS TO CUT A PIECE OF SUSHI IN HALF IF A CUSTOMER REQUESTS IT.

On each diner’s progress, and won’t prepare a fresh piece of sushi for as long as the previous one goes uneaten. Being able to focus fully on each customer’s progress is the reason why he limited his restaurant space to only seven seats – and also goes some way to explaining why Sushi Sawada is one of Tokyo’s most expensive places to eat sushi.

Being a top-flight sushi-ya, Sawada does not provide the little bottle of soy sauce that is standard at main-stream sushi-ya for customers to pour into small dishes for dipping their sushi pieces. Sawada seasons the fish before serving by brushing his own soy sauce and rice wine blend onto each morsel. But if you ask for extra soy sauce or wasabi, he will provide it, and this is a mark of how Sawada belongs to a new generation of sushi chefs; the old-school sushi masters would hold that their creations are perfect as they are, and may even react angrily to a customer’s meddling with such a crucial factor as seasoning. It’s worth bearing in mind that the high-end sushi-ya is an establishment that can be daunting to even well-heeled Japanese, who would most likely defer to the master’s judgement in everything to do with their meal, so Sawada’s philosophy that the customer is king, and should be permitted to tailor his or her meal to personal taste, is a significant departure. Sawada will even go so far as to (horror of horrors) slice a piece of sushi in two, if that’s what the customer wants.

On the flipside, is there any etiquette that he wishes his diners to observe? “The worst thing is when a customer doesn’t tell me he or she has allergies or intolerances,” he says. “Some customers start off saying they’ll eat anything, but then change their minds when it comes to, say, shellfish.” Another thing he’d like to change is some diners’ tendency to leave a freshly made piece of sushi sitting for long periods of time in front of them, as temperature and moisture content are critical to sushi’s quality, and change quickly. But he will never rush a customer. One final example of dubious behavior, which he relates with a laugh, is over-enthusiastic romance, usually in the form of prolonged kissing by European diners who may be carried away by the sensuality of the food, and the moment. “I’ve had couples who were all over each other all night,” he says, raising his distinctive eyebrows and gesturing around his small room. “It can be a bit much, at the counter.”

On most days, Sawada starts work before dawn, when he heads for supplies to nearby Tsukiji – the world’s biggest fish market. Business dropped off significantly after the earthquake, tsunami and nuclear disasters of March 11, but is gradually recovering, as evidenced by the resumption in July of tour group visits to the tuna auctions. It is yet to pick up fully at his restaurant, but there are positive signs.

Does it have to be the freshest fish? Walking between the wholesale stalls among the almost infinite variety of fish and molluscs, Sawada greets his suppliers with a slightly wary friendliness – it’s no good being overly chummy with men from whom you are constantly demanding the finest quality. He stops for a cup of coffee at his tuna wholesaler. Ishimiya, regarded as Tsukiji’s best, where the blocks of fish glisten like mouth-watering cuts of the leanest, premium beef. Each piece is displayed with a tag showing where the tuna was caught – which could range from the Atlantic to the Mediterranean or the South Pacific – and the original weight of the entire fish. The fish has not been frozen; one tuna caught in Nagasaki was trucked in the previous day; another from North America arrived through Natori airport four days before, although in many cases, says Sawada, with modern transport networks, a fish caught in Boston arrives sooner than one taken in Japanese territory.

Contrary to popular belief, the freshest fish is not necessarily the best for sushi or sashimi; fish benefits from a couple of days’ rest, during which the cells break down slightly and the flavor and texture mature – the flesh of just-caught fish is usually too “tight” to be very tasty. During serving hours, Sawada keeps his fish in an old-fashioned cooler box with ebony doors that he commissioned from a furniture craftsman. He loads it with ice daily. It’s an expensive storage method, but the way an icebox maintains moisture can’t be duplicated by a refrigerator.

“I like old-style things,” he says, pointing to his bronze dishes for dipping their sushi pieces. “I used to lug Michelin tyres in my truck, and I was friends with the Michelin tyre sales guy, and I thought it was something to do with that,” he says, smiling.

The BSI CRM product development plans two annual releases. Again this year, the winter release was chock full of technical improvements and fine tuning.

Update in the marketing module
The summer release 12.6 delivers a burst of innovation in the marketing module: multilingual campaigns, graphic campaign overview, import of additional information, Word as editor for (form) letters and e-mails. With its new opt-in handling, BSI CRM enables users to manage the communication channels permitted by customers in compliance with the law.

Smart cockpit for sales
There is good news for sales. There is a new cockpit that goes far beyond customary charts, which integrates intelligence and analysis, while delivering high-performance. In one feature, BSI CRM finds all customers that merit special attention, displays them on the radar and also supplements the display with three complex 2 x 2 matrices to help the user derive the measures that are appropriate and necessary. Also integrated in the cockpit is a chat and messaging function for exchanging information on the latest trends rapidly and effectively.

Furthermore, the sales department can now work with groups and networks, i.e. direct person-to-person relationships are replaced with groups. For example, the “department” group replaces the roles of “employee” or “superior”. Multiple groups are combined into networks. This enables the depiction of complex corporate structures as well as decision-making committees, households or other networks that are important for your business.

Technical roadmap for BSI CRM
The technical development for the next two releases is clear: In addition to the current, very sophisticated client, the focus shall be on the Web and mobile. BSI CRM was already available to the market as a native iPhone solution back in 2008. In 2012, BSI CRM will also run on the Web and other mobile devices, including Blackberry, Android and Windows 7.5.

What is great about this: All three applications run simultaneously, with the same business logic and with no new programming. In each case, there are “just” new displays of the same software. This goes not only for the standard functionality, but also for all individually components created with Eclipse Scout, such as developments created for and by customers.

Functional roadmap for BSI CRM
Significant upgrades will also be added to the functional modules in release 12.7 of BSI CRM:

- A completely refurbished handling of communication and tasks: The bundling of all existing communication channels.
- The visual display of the networks introduced in the current release.
- The social media channel is being further expanded in the Contact Center, especially for smoother handling of all inquiries and messages through an integrated multi-channel contact center; in the process, BSI CRM does not specialise on the search for data on the Web or in other platforms, it takes the search result from other sources and helps agents to respond to inquiries and messages efficiently and to complete the customer’s 360° view.
- The marketing module is receiving two essential upgrades: A professional bounce handling and a Web platform to sign up for events or other activities and for management of the customer’s own data.
- The administration view is being rewritten. This will make it easier for users to administrate the aplicación themselves and to export and import so-called blueprints. Blueprints can represent configurations adjusted for individual sectors.
- The goal of BSI and BSI CRM is clear: to be the most intelligent and operative CRM for market leaders. And we aim to do it at reasonable prices while remaining flexible in terms of integration, ease of operation and with a complete range of functions.

BSI CRM Release 12.6: Innovation boost for marketing and sales
Overview for marketing campaigns, foresight for sales and a look at the next release.
Strong rowers and courageous jumping heroes

The weather had it in for us: After a week of hot summer weather, Saturday kicked
off with pouring rain and just 14 degrees. Nevertheless, 170 BSI employees and part-
ners enjoyed the day with a great dragon boat match.

It was again sunny and warm on Sunday. Just the right weather for a variety of activi-
ties at the Einsiedeln ski jump. Ski jumping and airboarding for our adrenalin junkies
and quieter activities such as house running (more like walking) or a cultural tour of
the Einsiedeln Monastery were on offer.

We were all back at work on Monday, healthy but somewhat tired out!

Nice to give

Small gifts retain good customer relations. It’s the thought that counts! In this section, we present
innovative product ideas for effective give-aways.

Product: Knirps Fiber 12 Duomatic
Price: Approx. CHF 30 (depending on the quantity
       purchase and the requested personalization)
Logo: Can be designed according to customer preference as of 240 umbrellas.
Source: www.strotz.ch, www.knirps.com

Knirps. The foldable umbrella.

Hans Haupt, the inventor of the first foldable umbrella, found it difficult to
hold an umbrella and a walking stick, which he needed due to a war injury, at
the same time. Necessity is the mother of invention and back in 1928, the
little “Knirps” umbrella set the technological standard for umbrellas, and has
been continuously reinvented through the years leading to the first automatic
version in 1965. This German brand stands for quality, innovation and hard
work. You put their promises to the test yourself in the wind and rain.

Nicolas’ iPad Apps

Software Engineer, BSI

Garage Band (CHF 4.5–) It is amazing to hear just how easily and
quickly you can create great-sounding music with this iPad version of
Apple’s beloved music programme. With the smart instruments, you
can also compose new songs without needing to be able to read music
and without being able to play an instrument. You’ve got to try it!

Sketchbook Express (free)
The giant iPad display is ideally suited for painting. The “Sketchbook
Express” app offers a wide choice of brushes and tools. Even the free
version is quite comprehensive. All you need is a little talent.

Blokus HD (CHF 3.5–) Blokus HD is a successful conversion of the game “Blokus”.
Place as many Tetris-like blocks as possible and at the same time try to prevent
your opponent from doing the same. Also available for iPhone or for
non-iPhone owners and Apple components as a board game.

iPad Camera Connection Kit (http://store.apple.com/ch-de/product/MC531ZM/
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Early this year, Germany’s most popular insurer, ERGO Direkt, introduced its new EDwin contact center system in two stages. From the beginning of March to mid-April, 600 customer service department employees incrementally switched to the new system. Due to its many system dependencies, the sales department followed in a “big bang” on May 27, 2011. On that day, 700 people started working the new system in live operation for the first time. They consulted clients over the phone, created new offers in the system and concluded sales. While some staff members found it easy to switch—one employee even concluded seven sales—others were reluctant to let go of the old system.

### “WE FOUND AN AGILE, FLEXIBLE PARTNER WITH BSI.”

Peter Goller, Overall Project Manager for the introduction of EDwin at ERGO Direkt.

#### 360° view of the customer

The goal of the system switchover was to create a standard platform for offer and inventory management and also a 360° customer view. Multiple existing systems were replaced in the process, one of which had been in use for 19 years. Now, with EDwin, multiple user interfaces are combined in a single one in which 36 peripheral systems are connected and 30 processes and around 150 different rates are depicted. E-mail, letter and phone (CTI) communication channels are completely integrated. With each new business case—such as a customer inquiry regarding the scope of coverage of her dental insurance—new entries are added to the contact history.

“This comprehensive system replacement deeply impacted ERGO Direkt’s business processes. Hardly a department remained unaffected,” recalled Peter Goller, Overall Project Manager for the introduction of EDwin at ERGO Direkt.

#### Making friends (and having fun) with internal communication

The internal IKP (Intelligente Kunden-Prozesse—Intelligent Customer Processes) project was launched on November 11, 2009. The internal project marketing also got started along with the technical implementation. Peter Goller recruited experts on board to assist. The team formed by Nicole Althof, ERGO Direkt Personnel Development, and Marion Seyler, Corporate Communications, had to find out how a project as strategic as this was to be properly communicated within the company. “A project of this magnitude was also unexplored territory for us; we often made decisions based on our gut feeling and had to continuously adjust our communications measures to what was really needed,” said Marion Seyler looking back. Nicole Althof added, “That’s why it was important to head off rumors and to reduce anxiety right from the beginning. We had to steer the grapevine in the right direction. The best way to do this is by being present and maintaining an open dialogue.”

#### “WE ARE BOOSTING OUR CLOSING RATE BY DISPLAYING UP-SELLING POTENTIAL.”

Peter Goller

What, how much to say and to whom?

“Our biggest challenge was the long time horizon,” opined Marion Seyler, “we didn’t want to get on the employees’ nerves, but nevertheless accompany the project throughout its phases and the entire two years.” With various measures, the benefits of the new system, the higher closing rates resulting from easier operation and a more comprehensive customer view, were communicated, specifically prepared and with the tone adjusted for the various target groups. There was a newsletter, a series of quizzes and documents were stored and questions answered at a prominent spot on the intranet. Target group-specific pop-ups on the employees’ screens highlighted the project’s quick wins and provided that special “aha” effect. The added value to the company was laid out quarterly in the employee magazine while confidence in the project team was bolstered.

Among the highlights of the internal communication was the IKP Company Fair, in which 1,000 ERGO Direkt employees received a glimpse of the new software. It gave the developers a chance to receive user feedback. Other critics were convinced by a film produced featuring the board, the project manager and several project members. The name of the system itself was also voted for among 200 proposals submitted.

However, as effective as all these measures were, personal contact proved to be the most important tool. During the “IKP on tour,” Nicole Althof and her Training Department colleagues attended 45 team meetings, communicated the benefits of the new system and made themselves available for questions. The team was also in charge of employee training.

#### Good training reduced uncertainty

“Training was a logistical master performance. We had to train 1,300 employees within three months. We had ten trainers and six rooms at our disposal. Between the training and the Big Bang, the agents also had a chance to practice with the e-learning tool,” recalled Nicole Althof, “the team had to throw the old, internalized system overboard and learn something new—such as working with the right mouse button. In order to be able to fully concentrate on consultation, they had to learn to operate the system in their sleep.” Naturally, there are always those who drag their feet and do not allow themselves to be convinced about something new. However, the vast majority are profiting from EDwin.”

“We are boosting closing rates due to the simpler operation and comprehensive customer view. By displaying the complete contact history and the respective contact status, we show our customers the existing up- and cross-selling potential. We have an improved ability to provide information to our customers and thereby deliver better service,” explained Peter Goller in regard to the benefits of the system replacement.

#### Onsite support builds confidence

The agents did not hold back when providing direct feedback. They depend on a well-functioning system. Being on site, receiving feedback, solving problems and diminishing uncertainties were important tasks during the project phases. On the big introduction day, BSI employees and ERGO Direkt trainers patrolled wearing yellow warning vests among the agents to be at their side in an instant if needed. “It was not just BSI’s customer proximity that matched ERGO Direkt well. We are a courageous company that tries many things out for the first time and therefore needed an agile, flexible partner—all this we found with BSI,” stated Peter Goller.

The direct insurer, ERGO Direkt Versicherungen, from Fürth replaced its existing offer and sales system early in 2011. This meant that 19 years of hard-won habits were tossed overboard to make room for a forward-leaning, uniform CRM tool based on BSI CRM. It also meant that 1,300 employees had to be informed and trained before the new system was launched. The internal project communications significantly contributed to the smooth introduction.

### Talk about good things—how ERGO Direkt markets the benefits of its new CRM platform internally

**TEXT: CATHERINE B. CROWDEN**

**PHOTOS: JAN BATTENBERG**

A content was held to name the new system.

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**BSI Business Systems Integration AG**

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**meeting BSI**

**No. 2/11**

**Meet the client**

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14

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15
**Why do you call your CRM system KISS?**

After making more than 300 million deliveries in the last business year, we are now Germany’s largest private logistics service provider. Introducing a company-wide CRM system that covers all customer segments and forms an interface between the customer and the logistics system is a highly complex undertaking. Therefore, KISS has two meanings: On the one hand, it stands for customer information and management system (in German: Kunden-Informations- und Steuerungs-System) and on the other hand, it is also a well-known acronym for “Keep It Smart and Simple” – which became the project’s guiding principle.

**How successfully have you achieved this simplification?**

We were initially confronted with a heterogeneous system landscape that grew over the years. Before KISS was introduced, we analysed all existing processes and redlined them in the “green meadow”. The target was clear: The processes should be simple, lean and transparent. Why is this so important? Because at Hermes Logistik Gruppe, the customer service department mirrors the entire company in miniature. Everything, all products and services, each customer and client, must be known here. It is essential that products and services can be quickly implemented in the corresponding processes. Each department receives the same state of information for each process step and can thereby react quickly and find the right solutions for our customers.

**Who works with KISS at Hermes Logistik Gruppe?**

We cover the entire value creation chain, from sales and marketing, to customer service, complaints. We have already achieved a great deal. For example, we now have a real 360° view of our customers’ needs. This goes both for business clients, such as Otto or QVC, and their customers as package recipients.

**As the Stiftung Warentest test winner, you have to meet high service requirements.**

We take our customer and service orientation very seriously. The introduction of the KISS system is primarily intended to provide our customers and clients with a tangible added value. The topic of “address management” is a good example of this: For deliveries that were handed to us by the client with an incorrect delivery address we find the right address and send the delivery there. What sets us apart from the competition here is that we send the correct data to the client. In this way, we offer both the sender and package recipient added value and make sure that future deliveries go to the proper address.

**The test winner Hermes Logistik relies on BSI CRM**

**TEXT: CATHERINE B. CROWDEN**

**PHOTO: BJÖRN WILKE**

**IN THIS WAY WE CREATE TRANSPARENCY AND CONTINUITY OF CUSTOMER DATA AND ARE BETTER PREPARED TO PROVIDE INFORMATION.”**

Michael Barbarino, Customer Service Department Head at Hermes Logistik

We sought a partner who shared this same customer orientation and who also lives up to our service claim. BSI offered us not only the right IT solutions, but a clear system with forward-looking technology and the willingness to jointly implement our service philosophy.

**What challenges confronted you during the project implementation?**

The transition to the new system was not permitted to be noticeable to our customers. During the entire switchover, operations and customer services continued working unabated – it was like open-heart surgery. That was a real challenge and, of course, there were minor stumbling blocks, such as project delays in some areas.

My advice would be: A project like this needs a master plan that sets the course. It is essential that the implementation occurs in phases and milestones. Not all processes and all departments can be adapted at the same time – it is advisable to take it step by step and not to aim for the “big bang”. Most important of all is good teamwork between the project heads and the IT department. We were only able to achieve this good end result with closely coordinated cooperation between everyone involved.

**How would you sum it up?**

So far, this has been an entirely successful project – yet, one that is also not yet completed, because we are currently working on introducing the CRM system generally throughout all Hermes Group companies. This ultimately means a great deal of work, but it is worth it.

We have already achieved a great deal. For example, we now have a real 360° view of our customers’ needs. This goes both for business clients, such as Otto or QVC, and their customers as package recipients.
How long have you been with BSI and how did you get here?
I completed my studies in Halle three years ago. My girlfriend had already moved to Bern a few months before to study here. So, it was clear that I was going to follow her. One night at the movies, my girlfriend saw one of BSI’s ad spots for recruiting developers and told me about it. I looked around on the BSI website and came across an article by Jens B. Thuesen about the corporate values and got excited. I applied right away and received a call the very next day – on a Thursday – and was invited to come in for a meeting the following Monday. Things moved quickly after that – it was like love at first sight. Surely it was mutual.

What does a bioinformatician do? And particularly: What does he do at BSI?
This is a relatively new field of study. It combines the fields of biology and information science, because in Biology there are enormous amounts of data that must be evaluated. The basic study programme consists of both subjects equally; which is why I decided for it, because I was always interested by both fields. More emphasis is then placed on information science in the main studies. I also have to deal with large volumes of data in my work at BSI. And when it comes to the evaluation, it is ultimately irrelevant where the data comes from...

What do you like about BSI?
I am excited about the company’s philosophy and the way it works. Everyone is deployed in the areas in which he or she is strong, we all complement one another. There are no competitive struggles. If a problem comes up, the guilty party isn’t sought, but the necessary solutions. And here I am allowed to do what is fun for me, each and every day!

With BSI you are part of the Post team and are in charge of projects there from beginning to end. What’s that like?
At the beginning I couldn’t imagine that I’d be doing sales. I was a developer! However, because we don’t just sell the customer any old thing, but first listen to them and provide feedback to find out just what they need right now and then provide it, the work turns out to be very much a partnership. I am nearly always present, from the setting of requirements and the specification to the development and testing to the productive launch at the end. I see the fruits of my labour as well as the users’ pleasure. This means that I have a much closer relationship to the end product and am pleased to present our results to the customer. I also find the customer proximity very interesting because I am constantly learning new things and get to know all sorts of people.

It sounds like your days can be quite intense. How do you achieve a lifework balance?
Well, actually the Post is around me all the time: I can see Schönburg, the Post headquarters, from my bedroom window... (laughs). In my free time, I like to get together with friends and I also like to play basketball for a healthy balance. While I don’t play in a club anymore, I go to the basketball court regularly to practice. By the way, I think the way the sports facilities are maintained here in Switzerland is fantastic. And for a mental balance, I like art, films and concerts.
Meet BSI

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