DOERS A cultural expert and a geneticist on drive
MOBILE BSI develops a fleet solution for DB Fuhrpark
FIT Sylvie Meyer gets down to brass tacks at PostFinance
Every personal strength is also a weakness at the same time. My wife can certainly confirm this: I am, after all, very neat.

Things are a bit better inside companies, where you can complement one another. Depending on the task and goal, teams can work together with the right mix of skills: some really like to do the first 80 percent, while others prefer completing the last 20 percent. That’s why a diversity of strengths is needed to be complete as a team (as well as the unavoidable weaknesses). Particularly value-oriented companies like BSI, which have their own codex, are in danger of becoming too uniform, and by doing so, miss complementary, augmenting personalities.

One of our most important values is to be “doers”: If we have an idea, we put it into action. If our customer has a problem, then we help. If a coworker has a question, then we answer it. Many things are astonishingly easy and can be accomplished in 2, 8 or 40 hours. I like this value very much and it’s fun to work this way; to create things; to take action and not to mull it over a hundred times. I like looking at a problem, to understand it and then to solve it. I like making rapid decisions.

A lot is required to actively live such a corporate culture, especially trusting one another. Because one thing is clear: doers make mistakes. But making mistakes is not bad; what’s bad is not taking action.

A corporate culture like this requires diversity. Every member contributes his or her individual strengths. Some prefer to proceed step by step, carefully considering and questioning what they do; taking time to analyze. Such people are not opposites, but valuable team members who complement the strikers.
To be a doer or not – is it a question of culture or genetics? Our interview partners agree that both are necessary. That’s because possessing the talent to be a doer does not guarantee success. And even the doer-friendliest environment does not only produce proactive, responsible people of action. Who becomes problem-oriented, and who becomes a doer? Nicole Brandes and Markus Hengstschläger provide interesting and surprising answers to this question and more. We interviewed the cultural ambassador and the geneticist separately.

Ms. Brandes, are doers heroes in all cultures?

Doers are people who not only do things, but who also achieve something. While others see opportunities, they create opportunities. Regardless of whether on a large or small scale, people who are successful are always admired to some degree, irrespective of culture.

You become a hero by doing extraordinary deeds. Just what such deeds might be, depends on the culture and its Zeitgeist. You can become a hero by chance and from one moment to the next, because you were at the right place at the right time and took the right action courageously or reflexively, such as saving someone who is in trouble. To be a doer is something more lasting. He or she pursues his/her goal with passion and perseverance.

A doer can become a hero. A hero need not necessarily be a doer. As a result of globalization, there are many doers who are cross-cultural heroes including businessmen like Steve Jobs, musicians like Bono or athletes like David Beckham.

What distinguishes internationally successful doers?

There are people who we follow because we have to, and then there are people who we follow because we want to, because they move us. Doers are distinguished by the innate ability to mobilize themselves and other people, because they know the “invisible laws” that drive us. One can move others only through emotions, which are the same for us all regardless of our skin color and culture. However, culture does provide visible and many invisible framework conditions. A doer will recognize these and know how to deal with them and improvise. He or she also possesses the wisdom to decide when the set rules must be overridden. You don’t have to be brilliant to be wise, but brilliance without wisdom is not enough.

Do certain cultures offer especially fertile soil for doing?

Naturally, the environment plays an important role for the emergence, realization and success of ideas. Creativity and innovation take place everywhere – perhaps particularly when the circumstances are difficult. I recently read about a 15-year old Masai youth: He was a shepherd and the family was desperate because their animals were being killed by lions. To protect themselves, they did everything they could to kill the predatory cats. By doing so, they came into conflict with the law. One night, the teenager came up with an ingenious idea to install a light that also moves while the shepherds sleep. The light successfully scared the lions off. His idea has since really caught on. He now travels throughout Africa and demonstrates how people, cattle and predators can live together in peace with his invention. The government supports him in the process. This boy is a doer, and at the same time he is a hero.

What happens when doers from different cultures collide?

I would not speak of a “collision” right off the bat. Doers can mutually inspire and help one another because they are carved from the same wood. However, they can also feel antipathy for one another for the same reason. A person is shaped from three sides: First, he has a wonderful uniqueness with his very personal talents and abilities. He might be inventive, for example, he can be communicative or reclusive. Second, there are the universal needs that we all have: love and affiliation, drinking, eating, sleeping or to be successful. And thirdly, we have culturally specific characteristics that shape our behavior. These are our values, the way we communicate, how we solve problems and attitudes about relationships to one another, to time and to the environment. People can thus be likeable on a personal level but misunderstood on a cultural level, because they can not decode the rules of conduct and action reflexes of others. Small differences on this level can cause major problems despite sympathy. This can be obvious, for example, in culturally mixed marriages or during business negotiations between people from different cultures. Cultural knowledge is helpful here because experience does not suffice for mutual understanding.
Personal contact is always central for confidence building. Doers also need other people for productive doing. For doers, naturalness and authenticity counts, as do courage, being open, treating others with respect and showing authenticity instead of an "either/or" mindset. That requires having a "both/and" attitude when it comes to cultures and knowing that one’s own ambiguity tolerance can not really go wrong. How can you avoid "faux pas"? That requires great attentiveness and yet can quickly be lost in the heat of the battle.

How can proximity be established over geographical distance? Just as it normally would be: with regular contact and exchange through all possible means of communications. However, regular on-site visits are also important because they convey appreciation of the customer and employees. Doers move people. CRM can offer great support to engage with customers. In addition to CRM, we also need ERM, employee relationship management. We need to know more about our employees so that we don’t just involve them through their performance.

How important is intrinsic motivation for doing? That is the motor that drives everything! True doers can be possessed by their idea. For whatever reason, they pursue their goal tirelessly, push themselves through periods of self-doubt and have the stamina to hold out against negative people, critics, pressure and setbacks. Nothing can stop them; at the most, only delay them. I think that such motivation can only come from within. There is, by the way, an interesting study that shows that extrinsic motivations function, but only for simple, mechanical routine tasks, such as in factories. The greater the motivation the greater the performance. For more complex tasks, precisely the opposite was determined. The greater the motivation, the lower the performance. That is the motor that drives everything! True doers can be possessed by their idea. For whatever reason, they pursue their goal tirelessly, push themselves through periods of self-doubt and have the stamina to hold out against negative people, critics, pressure and setbacks. Nothing can stop them; at the most, only delay them. I think that such motivation can only come from within. There is, by the way, an interesting study that shows that extrinsic motivations function, but only for simple, mechanical routine tasks, such as in factories. The greater the motivation the greater the performance. For more complex tasks, precisely the opposite was determined. The greater the motivation, the lower the performance.

How can you avoid “faux pas”? You can’t! Life is too diverse. You can, however, reduce the likelihood of making a ‘faux pas’ by getting to know cultures and by having a “both/and” attitude instead of an “either/or” mindset. That requires having the courage to make mistakes. Those who are open, treat others with respect and show authentic interest can not really go wrong.

How important is personal contact for doers? Doers also need other people for productive doing. Personal contact is always central for confidence building and for building relationships. In many parts of the world, the relationship comes before the product in business as well. To be successful through purely economic considerations is not possible in many cultures. Many business deals have failed because of this.

How do you tap into the power of culture? By building your own culture! Doers bring people together and connect them. They not only create ideas, but also value systems, through which people orientate themselves and then act upon. You are described as a doer. Can doers also get on peoples’ nerves? (Laughs loudly). Yes, that’s certainly true! (Laughs again.) Doers are constantly reinventing themselves, challenging what is, questioning and always seeking to improve. In the process, they constantly are throwing the status quo overboard. Naturally, this can be strenuous for people who are not this way. I’ve experienced this with certain bosses, and also with my teams. I always had really great teams, but I also drove them crazy (laughs aloud again).

Many people talk about doing things differently and then don’t do it. What has been your experience, Dr. Hengstschläger? Unfortunately, today it is easier, and under some circumstances, even more advantageous for a career to go along with the crowd, than to be right all on your own. Every person is born an individual, but then for the rest of their lives must resist dying as a copy. The greatest problem I see is that many people take great efforts to level everything: "If everyone is doing it, then it can’t be wrong," is a widespread opinion and apparently calms far too many people.

Is being a doer innate or acquired, is it a talent or gene? Such complex tendencies or patterns of behavior are controlled by multiple factors in people. This means that it depends on both genetics and the environment. People are fundamentally not reducible to their genes for such things and it certainly does not come down to just a single gene. Genes are, at the most, like a pencil and paper, but each one of us writes his own story. On the other hand, would two people who practice equally as long, achieve the same artistic level on the violin? Can everyone sing like Elina Garanca or Placido Domingo – is it just a question of practicing and learning? Can anyone ultimately play football like Lionel Messi, if he trains equally as long and hard? The answer to these questions is, of course, no. It is commonly said in this regard that, "either you have it or you don’t!" But what does this mean? For every success there is something like a special performance condition – one or more talents. Yet, talent alone is no guarantee of success, what is talent anyway? Talents are special performance conditions (= genetics), which through hard work (= environment) must be discovered and converted into a special performance (= success).

What generally makes doers into doers? I think that self-confidence and decision making capability are important factors here. Just how much of this is innate and how much the upbringing, education and the environment contributes, simply can not be measured.

How do we make doers? The Austrian author, Peter Rosegger, has stated that every person has talents, and only the light of education reveals them. Every person must have the chance to discover their individual special performance conditions and through hard work to turn them into a special performance. Individuality is the greatest asset if you want to be prepared for questions that you do not yet know, because you will be confronted with them in the future. But everyone also has the right to ignore his talents or to compensate for a lack of talent by working harder.
**THE FOCUS MUST BE PLACED ON WHAT THE INDIVIDUAL CAN DO ESPECIALLY WELL AND NOT AN EXCLUSIVE CONCENTRATION ON WEAKNESSES.**

Markus Hengstschläger

Friedrich Nietzsche said: “Skills are innate: They seek to become accomplishments.” How do you turn the doer capability into doer accomplishment?

You don't become talented through your teacher. The task of parents, teachers and the education system is to do everything they can to discover and encourage the talents in our community. The focus must be placed on what the individual can do especially well and not an exclusive concentration on weaknesses. We must discover our peaks and promote them. Uneducated levels must be educated, not to raise the average, but because we cannot afford to do without the many talents that would otherwise go undiscovered.

**What incentives motivate doing?**

The best incentive for hard work is success – and don't forget to praise, praise, praise.

**Doers must stand out – which is not viewed positively in every culture.**

Like I said: Genes are merely the pencil and paper. There is no story that is not worth writing! We just have to be left to it; we must try it out, dare to take a risk – that's what we have to encourage the next generation to do – even if it means standing out in the process.

**When is it better to do, and when is it better to let it be done?**

The recipe for success is: To make up for lacking interpersonal intelligence with interpersonal intelligence and empathy to interact.

**Were you always a doer? What people/ experiences in your life have animated you the most to become a doer?**

I very much like to make decisions, as a researcher, I am constantly seeking for new things, for the fantastic things that happen each day. On top of that, my parents always encouraged me as a child.

**What problems are to be anticipated as a doer?**

That not everyone wants to cooperate.

**What leverage do tools have on doing?**

That not everyone wants to cooperate.

**Is everything doable?**

No, and besides that, not everything that can be done, can hang a picture.

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**University Professor Dr. Markus Hengstschläger** was a punk rocker at the age of 16. He received his doctorate title in genetics at 24, at 35 was named the youngest university professor for medical genetics, and today is Head of Medical Genetics at the Medical University in Vienna. As the author of three number one bestsellers: "Die Macht der Gene," "Endlich unendlich" and "Die Durchschnittsfalle" (in German), a multiple award-winning scientist and well-known science moderator on ORF Radio, Hengstschläger impressively proves that success arises from individuality and that you need to depart from old paths to embark on new ones.

**Nicole Brandes** has worked for and with some of the most powerful doers in the world. As a manager, she established VIP clubs in international corporations, and among other things, managed a foundation for Queen Silvia of Sweden. Today this charismatic businesswoman with Asian and European roots is dedicated to an improved understanding between cultures. She is equally passionate about being a sensitive mediator between cultures, a sought-after speaker and a management coach.

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BSI Retail – when the point of sale (POS) becomes a service leader

TEXT AND PHOTO: CATHERINE B. CROWDEN

Multichannel from A to Z, we take that literally at BSI. With BSI Retail, BSI integrates all customer touchpoints into a single CRM solution. And when we say all, then we really mean all: from the contact center to the checkout counter. This enables our retail customers to work in both a customer-oriented and cost-efficient manner at the same time.

MEET THE PRODUCT

BSI Retail – the CRM solution containing POS functionality

BSI Retail is the CRM solution for retailers. BSI Retail features a comprehensive cash register system that meets all legal requirements for proper bookkeeping. This system is based on over 15 years of experience, which BSI has collected in the course of the development of the checkout counter solution for more than 10,000 end-users for the Swiss Post.

The most important functions at a glance:

Retail
- Article administration, search dialogue, barcode reader, domicile delivery, brokering services

Cash register system
- Cash register management, cash register administration, cash register journal, daily closing

Retail banking
- Incoming/outgoing payments (national and international), receipt scanner, account queries, credit cards, compliance (including EU money laundering laws), forms

Product logistics
- Management of products and services, automatic product selection, connection of peripheral devices, track & trace, prices, discount rules for bulk mailings, label printing, servicing of business customers, statistics

What are the advantages of BSI Retail
- For the company: Implementation of cross-channel business processes.
- For the customer: A free choice of touchpoints.
Kickstarter (iPhone, Android, free)

Kickstarter is the largest online platform for the financing of projects. The iPhone app is excellently suited for browsing through the various projects on offer. You can support nearly anything, from bicycle bells to pinhole cameras to film projects. There are currently hardly any projects in Switzerland, you’ll find those on the crowd funding platform www.100-days.net.

Nicolas’ Apps

Software Engineer, BSI

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.

Raspberry Pi

A Linux-based computer in pocket format. Originally developed for schools, it is used for a wide variety of crafts projects because of its versatile connections and low price. Available from digitec for 35 francs.

Everyone at BSI received a free Raspberry Pi as a token of appreciation and to encourage pleasure in programming.

What can you do with it?

- Movement sensor
- Light sensor
- Garage door opener (using an iPhone and Siri)
- Surveillance camera
- Computer backup
- Music streaming client
- Media center
- VPN server
- Control board for a quadrocopter
- Weather station
- VHF radio station

Chocogreets (iPhone, Android, free)

Now that everyone owns a smart phone, fewer and fewer postcards are being snail-mailed. The Chocogreets app offers an original alternative. You can send a chocolate greeting card for just 5 francs as a postcard from your vacation or for someone’s birthday. The photo is printed on a small bar of chocolate and mailed along with your personal greeting. Everyone loves chocolate, so why not give it a try?

Badland (iPhone & iPad, CHF 4)

Wonderfully designed levels and the simple, but intuitive operation make this game one of this year’s best. The aim of the game is to navigate the character through 40 diverse levels (new ones are added sporadically). It includes a 4-player multiplayer in a single device. It’s no wonder it won the Apple Design Award in 2013 and other awards.

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What do rail employees and passengers do when the train does not deliver them directly to their destination? Right! They buy, rent or lease a vehicle from the Deutsche Bahn subsidiary, DB FuhrparkService GmbH. This company operates mobility management for road vehicles belonging to the DB Group. DB Fuhrpark also offers mobility solutions for the external market. This includes services such as long- and short-term rentals of around 30,000 fleet vehicles and the associated fleet management. BSI developed the software necessary to provide this service. Overall project manager, Thomas Schaefer, Head of IT at DB Fuhrpark, is an experienced expert, both when it comes to fleet management and CRM. Even before he was employed at DB Fuhrpark, he was active as an IT business consultant and later as a project manager at “Bundeswehr Fuhrpark Services”. He knows that the greatest challenges in the realization of multilayered projects of this kind include heterogeneous process and system landscapes as well as isolated solutions.

A homogenous customer experience instead of heterogeneous isolated solutions
FLEETperfect is based on BSI CRM and depicts the complete fleet vehicle management process. “With FLEETperfect we have homogenized our isolated solutions which evolved over time. FLEETperfect has replaced our heterogeneous IT world as an integrated overall system,” explained Thomas Schaefer. With FLEETperfect, DB employees and business partners can configure, order, insure and settle vehicles, monitor dates, manage returns and damage claims, initiate renter changes, order replacement vehicles and much more. “BSI CRM supports all relevant fleet management processes from procurement to billing,” according to Thomas Schaefer. For the IT expert and the overall project manager, the primary advantage of FLEETperfect is the holistic depiction of business processes from start to finish. The FLEETconfigurator is integrated into the fleet management, so that media and system breaks are now a thing of the past. “FLEETperfect provides transparency and a seamless overview. Since the introduction of FLEETperfect, it’s all about: one system, one truth,” reported Thomas Schaefer.

Intelligent self-service boosts efficiency
DB Fuhrpark plans to further expand its integrated and automated self-service portal for business partners. “Through the integration of the relevant external partners, such as inspection organizations, insurance companies, car dealers, tire partners, group systems, etc. into our business process, we are already attaining significant efficiency improvements and will consistently elaborate and expand this topic.” A direct connection to the vehicle manufacturer would be the next logical step. The configurator for ordering individual vehicles and the option of ordering standard “sticker price vehicles” based on vehicle categories make FLEETperfect an attractive tool for customers and employees alike. “FLEETperfect helps us avoid errors and to efficiently serve our customers,” Thomas Schaefer summed up. “Since FLEETperfect is used throughout the entire DB Fuhrpark value creation chain, its further development is closely linked to our customers’ corporate objectives. That meant that it was our job to develop good software to support the achieving of these objectives, which was a great motivator,” explained Sebastian Louis, BSI Project Manager.

Why use BSI CRM as a basis for FLEETperfect?
“We commissioned a preliminary study for FLEETperfect. As a provider for the Swiss Post subsidiary, Mobility Solutions, BSI proved itself to be a competent partner,” stated Thomas Schaefer. Together with Mobility Solutions, DB Fuhrpark profited from further developments of the industry solution with BSI CRM. “Besides their competence, BSI is best characterized by the main adjectives: flexible, fast and service-oriented,” according to Thomas Schaefer. “BSI is a very special company.” After eleven years at an IT business consulting firm, he knows what he is talking about: “BSI is not only very successful at what it does, but also really seems to enjoy doing it. The company values quality and resists the temptation to grow disproportionately. I like that and that’s how it should stay.”

“FLEETPERFECT HELPS US AVOID ERRORS AND TO EFFICIENTLY SERVE OUR CUSTOMERS.”
Thomas Schaefer, Head of IT at DB Fuhrpark

“THE GREATEST CHALLENGES WERE OUR HETEROGENEOUS PROCESS AND SYSTEM LANDSCAPES, ALONG WITH THE ISOLATED IT SOLUTIONS.”
Thomas Schaefer, Head of IT at DB Fuhrpark

Did you know that Deutsche Bahn maintains one of the largest vehicle fleets in Germany? As surprising as that may sound, it’s true. However, behind the curtain are innovative mobility concepts from DB Fuhrpark, a consistent service that also brings employees and customers to their desired destinations beyond the tracks. Whether renting, buying or leasing: DB Fuhrpark provides the right solution for private and business customers so that they can reach their travel destination anytime. Around 30,000 vehicles are managed through FLEETperfect, a customer solution based on BSI CRM.

“A CLIENT MEET"
Because you have to work for miracles
What previously were four independent business units had different target systems and opening hours, were hardly networked and did not use the same infrastructure. Moreover, no uniform CRM system was used, which in turn made a 360° view of the customer with contact history impossible. The call center staff had no access to customer-relevant information, which led to rising recaller rates, decreasing reachability and ultimately a drop in efficiency and employee motivation. Sylvie Meyer and her team achieved an astoundingly rapid change with a comprehensive reorganization: She centralized the contact center and integrated the various channels; she introduced new processes and, with BSI CRM, introduced a 360° view. “The customer history is the basis for a high first contact resolution rate (FCR). And a high FCR, in turn, forms the basis for high customer satisfaction and customer loyalty.” The results of these efforts? Sylvie Meyer and her team were soon able to show success with the process adaptations and to stabilize reachability at 90 percent. The FCR increased up to 90 percent with the help of the 360° view in BSI CRM and guided processes. “The customers did not notice anything from this major reorganization. On the contrary, we managed to immediately increase customer satisfaction on the telephone by three points.” The measures taken led to significant cost savings - despite longer talk times and the many new customers. “A miracle?” we ask. “There are no miracles without working hard for them. We have achieved a great deal and were able to quickly chalk up successes. This encourages us to continue on our path.”

Instead of mass outbound sales, the foresighted manager applied this to inbound sales. “Outbound sales are no longer the state-of-the-art. We had to create added value for our customers and PostFinance. Our customers appreciate the customized offers and our employees no longer need to contact their customers out of the blue. With targeted lead management, we receive customer-relevant sales tips. This enriches the job and takes the pressure off.”

“We encourage the independent customer...”

The capturing of all business cases in the CRM system facilitates a detailed analysis of reasons for calls and channels. “We are pursuing a multichannel strategy. Our customers can choose the channel through which they prefer to contact us.” If new media forms arise, these too will be integrated. For now, the contact center offers phone, e-mail, letter, fax and the online platform. “Simple inquiries shift successively to online, SMS and app service channels. We encourage the independence of our customers. This allows us to invest more time in high-quality consultation.”

PostFinance and BSI – what connects us
PostFinance has relied on BSI since 1998. Since 2008, the number 1 in Swiss payment traffic has used BSI CRM in the contact center. Sylvie Meyer describes what characterizes the collaboration with BSI as follows: “BSI is a partner that matches us. We have the same values. BSI is flexible and uncomplicated. Discussions take place at eye level. When they tell us something, then we do it.”

“There are no miracles without working hard for them.”

Sylvie Meyer

“...and also independent employees.” Sylvie Meyer developed a new, modular training program, which enables staff to provide competent customer consultation. “Our customers are only satisfied when we can take care of their inquiries the first time they contact us. The basis for this is good training and the holistic customer view,” according to Sylvie Meyer. She is convinced that only employees who have an overview of their customers can advise them in a friendly, efficient and competent manner. “Employees have greater development perspectives today. Thanks to the lead management in the CRM, they have the possibility to customize offers. This makes their jobs more diversified. The employee’s competence playing field can be successively modularly expanded – from simple balance information at the beginning, to regulatory tasks.”

Instant actions through real-time control
Sylvie Meyer particularly appreciates the real-time control that the CRM makes possible. “The holistic view enables us to anticipate developments and to control the service in real time. We can intervene, and adjust routing and overflows if needed. We can see how the business cases shift and where we need to apply more staff, and how many. We can correspondingly develop and promote our employees.” A case is automatically recorded for every customer contact. The staff documents the contact contents centrally in the CRM. “This enables us to accurately determine behavior patterns, which helps us to continuously improve our service structure and make ourselves fit for the future,” states Sylvie Meyer. Legal requirements and data protection issues, such as how phone calls are blocked and automated processes are supported, are met perfectly. “This lowers our error rate and thereby risks for the company,” explains Sylvie Meyer. She was nominated for the Golden Headset Award 2013 in the Customer Focus category for the excellent optimization of the customer experience. The jurors asked what makes the project so unique. The answer was: “Sylvie Meyer implemented a complex project consisting of 39 individual measures in a very short time. In addition to the consistent reduction of complexity in project management, the project provided great economic benefits along with major benefits to customers.” Congratulations to Sylvie Meyer, a mover and shaker with courage, decisiveness and heart.

Sylvie Meyer makes does. Whether employees or customers, she empowers people as Head of Sales and a Member of Management – and in the process, makes PostFinance the service champion in the financial sector. A small, but not inconsequential building block along the way to this accomplishment is BSI CRM. Read on to learn why this is, directly from the charismatic customer service expert herself. 
She has four children ranging from five to eleven years old and no nanny. Her husband runs his own business, while she has worked at BSI for more than twelve years. Muriel accomplishes something that many would get a headache just thinking about. However, it has long since stopped being a major challenge for her. She just does it, and she has fun in the process.

Muriel Hochuli-Wyss

Born in: Basle
Birthday: December 20, 1973
Astrological sign: Sagittarius
Diploma: PhD in Chemistry
Lives in: Nussbaumen AG
Works in: Baden
Current projects: BSI POS (Walbusch), V-Max (Swiss Post)

Muriel, you have a doctorate in Chemistry. How did you get involved in the IT sector?

I found BSI in July 2001 through my schoolmate Peter Barthazy. Although I studied Chemistry, it became increasingly clear to me that I wanted to have something to do with computers. I was looking for a job close to Baden, so BSI was perfect for me. The chemistry was just right.

You didn’t have any children back then. Now you have four. Is the chemistry still right?

More than ever. BSI is very flexible and has saved me a great deal of effort. I like the atmosphere and it is fun to be able to work with colleagues.

Your children are now 5, 7, 9 and 11. What is your favorite thing to do with them?

I just like spending time with them. What we do together isn’t all that important to me, it can be a game, an excursion or helping them with their homework. Usually they decide what they want to play and whether I can be part of it.

Playing, taking care of the household, working... that sounds like a lot of work. Do you receive support at home?

Before they started school, we brought the children to a day nanny. But that’s not necessary anymore. We never had any support at home. No nanny. No cleaner. I could hardly imagine having a stranger in our house. I would first have to establish trust with that person. That’s why I prefer doing it all myself. When I am at work, the children eat lunch at school or at the home of a schoolmate. The grandparents help out in an emergency.

You are a major organization talent

Yes, that’s true. I certainly have my work at BSI to thank for that. In any case, I am able to transfer that to my duties as a mother really well.

And vice versa, can you transfer something from your duties as a mother to BSI?

Less so. Here at BSI we are all adults. I don’t have to cook for my colleagues or clean up after them.

You carry around a lot on your shoulders. How do you manage to keep it all together?

I don’t like cleaning. Therefore I am satisfied to do just the minimum. I have also reduced my working time to 30%. There’s a lot to do at the moment, but luckily at BSI I have the option of finishing specifications and test protocols at home. Even when my husband has little time due to his job, he supports me 100% and always lends a hand when it’s needed. So far we have managed to always find a solution for every difficult situation.

Do you still have time for yourself and your hobbies anyway?

My family is my hobby. But I could also describe my work at BSI the same way, because for me it represents relaxation from my everyday life. Other things also interest me of course. I like to draw, play the piano and ride my bicycle. This weekend, for example, we have a family excursion planned. We don’t come up short with such activities. The only thing I miss a bit is traveling. That is rather bothersome with four children.

What does the BSI value “We do it” mean to you?

That we strive to give the customer what he wants. Even when we are not always 100 percent successful, we do our best. I have no problem with sitting down in the evening and finishing something for a customer. When I know that my children are in bed, then I have the quiet I need to work.
What software dreams may we make come true for you?