

meeting

BSI customer magazine | No. 1/11 | www.bsiag.com



THE JOY OF SHARING How networks function

THE JOY OF SERVICE Lidl and Swiss Post find solutions

THE JOY OF CUSTOMERS Customer dialog becomes a core process

“NETWORK INSTEAD OF HIERARCHY”

If there were a hierarchy at BSI, then it would be upside down. The CEO helps the project manager, who in turn helps the developer, who is ultimately the most important person. The developer fulfills the mission, talks with customers and solves their problems.

Everyone at BSI has one or more roles and relationships to other roles, and assists with their work. We have no job descriptions. We have no organizational chart.

Everyone is an entrepreneur, with the corresponding freedoms and responsibility for both their own and our common future. Whoever does not like something may, should and must change it themselves.



Christian A. Rusche
CEO BSI

“ONLY WHEN MEMBERS SHARE WHAT THEY KNOW CAN THEY LEARN HOW TO IMPROVE.”

Christine Moser, social scientist



Better together Online help for confectioners	4
More customer service Lidl invests in efficient service	10
Break is worth taking a look at	12
New channels The village store is also a post office	14
Advanced CRM Dialogue instead of key data management	16
Meet the team An interview with Urs Stöcker	18

Everyone is talking about networks, such as social networks. People today are networked as individuals and within companies; they give and take, do not subordinate themselves, but rather they interact. BSI does not have an organizational chart. We are a network in which individuals assume roles and work with others, with no upper or lower levels, no boss (although there is the “CEO” role), with no directive powers, using only their skills and experience. Performance and commitment are what count, not the job title, description or box.

There are quite a few disadvantages to a network structure, which is inherently inflexible: Every decision must be justified, argued over and made by many. This stands in stark contrast to a classic hierarchical structure in which the boss screams and everyone runs. A network is quite inefficient: it comes with many redundant communication channels and friction points. It is also much more susceptible to troublemakers, who can impact the entire organism, unbound by departmental borders.

And yet, there is one major advantage that makes all the difference: A network is not dependent on the few, but is borne by the many, connected and robust. Why should an employee have to wait for a promotion to be allowed to perform more, to be more dedicated?

A network enables everyone at BSI to give his or her all, right from their first day on the job, and wholeheartedly; all with the aim of serving you.

Christian A. Rusche

Published by: BSI Business Systems Integration AG, Täferstrasse 16a, CH-5405 Baden

Editor-in-Chief: Catherine B. Crowden, catherine.crowden@bsiag.com

Editor: Christine Hinnen, Winterthur, hinnen@woertlich.ch

Design concept: corinta bürgi-cito artdirection, Kilchberg, artdirection@corinta.ch

Translation: Word+Image, Zufikon, work@wordandimage.ch

Photo credits: ©iStockphoto (Cover, p.4,5)/Shutterstock (p.18)/Suzanne Seiler (p.3)/Marianne Koen (p.7,9)/Monika Matzat (p.8)/various BSI employees

Lithography and printing: Linkgroup AG, Zurich

Paper: PlanoArt 150 g/m², woodfree

Frequency of publication: Twice annually in German and English, circulation: 2,900, 8,000 additional of this issue

DeLeuksteTaarten.nl (“The most funny cakes”) is a rapidly growing community to which over 13,000 cake fans belong. Membership figures have grown by 25 percent in the past six months alone, which corresponds to an increase of more than 3,000 members. While the number of users is relatively small in comparison to some Facebook groups, the remarkable difference to the large social networks is that DeLeusksteTaarten.nl is made for and by amateurs who have more in common than a mere click on the “Like” button.

Voluntary basis as principle

Members participate with passion, without venture capital and business models – making them an ideal type of grassroots movement on the Internet, one that is primarily driven by a love of cakes and fancy decorations.

A grassroots movement (often referenced in the context of a political movement) is one driven by the politics of a community (Wikipedia).



KEYNOTE

The joy of sharing: How networks function

TEXT: SEBASTIAN ULBRICH
PHOTOS: SEVERAL SOURCES

The platform was launched by Marianne Koen ten years ago. It began with a simple website. At first, Koen just wanted to learn how to set up a website and starting doing some programming. She quickly found suitable contents. She had been a cake art fan for years and began by placing cake recipes on the Internet. The site quickly appealed to a small group of cake enthusiasts. After a few years, Koen added a forum to the site, which today contains 1.5 million entries.

The platform is maintained by the work of voluntary helpers who moderate forums and look after the technical implementation. Some of the platform costs are covered by a webshop that offers special accessories for cake decoration, from cutouts to icing sets. The member figures for DeLeuksteTaarten.nl remained constant and manageable for a long time, so the community’s rapid growth over the last four years took its founder by surprise. The cake family from back then, in terms of numbers, has rapidly grown into a small city.

Motivation makes the difference

“Amateurs are sometimes separated from professionals by skill, but always by motivation,” the American author, Clay Shirky, wrote in his book “Cognitive Surplus” (Shirky 2010, p. 82). Shirky views the Internet as a platform offering top-notch possibilities to get organized and to cooperate on a voluntary basis, for any purpose whatsoever. It has never been easier to communicate and work together with like-minded people and bring about change. DeLeuksteTaarten.nl is moving with the trend of the do-it-yourself movement, in

which the boundaries are merging between producers and consumers as well as between professional design and crafts.

For Shirky, the decisive difference between the formal organization and a voluntary community lies in the motivation of the participants. Amateurs do what they do out of passion, fun and conviction, while professionals have a financial motivation for their activities. Both types of motivation have different impacts upon the tasks to be completed. Motivation research shows that we need to change the picture we hold about what motivates us. It shows that people who act from an inner drive while completing tasks that require creative

“AMATEURS ARE SOMETIMES SEPARATED FROM PROFESSIONALS BY SKILL, BUT ALWAYS BY MOTIVATION.”

Clay Shirky, US author



Learn how networks function from the confectioner community DeLeuksteTaarten.nl.

In recent years, amateurs have been emerging from the loneliness of their hobby cellars and joining together in communities. They are forming associations and clubs to make friends and interact. While online communities are comparable to associations in terms of their purpose, they usually do not have general meetings and executive boards and are capable of attaining an impressive reach at a low cost. The Dutch cake bakers’ community, DeLeuksteTaarten.nl, shows that there is something to be learned from such communities in terms of organization.

and complex solutions perform better than those who are paid for it. However, when it comes to routine tasks with simple solutions, external motivation can boost performance.

This difference between intrinsic and extrinsic motivation does not apply so simply in the case of DeLeuksteTaarten.nl. Operators of small cake bakeries and shop owners discuss everything about cakes on the platform with hobby bakers. Users who often spend 20 hours working on a cake decoration meet on the platform with people looking for new inspirations for their shop. Some members have since turned their hobby into their profession. In one case, what began as passion for cake baking became a business with 50 employees specializing in selling ingredients and tools for cakes and which also supplies many small cake shops in the Netherlands.

“AS A STAR, YOU RECEIVE A LOT OF ANSWERS WHEN YOU POST A QUESTION.”

Christine Moser, social scientist

The joy of sharing

The passion for cake baking and decorating is driven by recognition from other members. There are influential stars within the community that not only bake the most beautiful cakes, but share the secrets of their success with everyone. Finding answers to questions and reports about tips and tricks significantly contribute to enhancing the platform's reputation. And that represents an advantage if you do not know where else to turn. “As a star, you receive a lot of answers when you post a question,” says Christine Moser of VU University Amsterdam. She is a social scientist who is researching the organizational forms of online communities in order to find out how social networks change within the community and which social factors influence such changes.

The mutual support and balanced ratio between giving and taking are among the important factors identified for

building up and maintaining the community. This does not necessarily mean that cake baking is all that is talked about. Besides the stars, there are many members who contribute complimentary skills to the community. Perhaps they have a flair for research or are good at writing reports and make a name for themselves in these ways. “There are people who seek out a niche,” according to Moser. And by doing so, they fulfill an important task for the community and also earn recognition for what they do.

Those who can create the most beautiful cakes, prove helpful and are dedicated, stand a chance of becoming a star. Sharing with others represents a central motive here. Only when members share what they know can they learn how to improve. After all, why should anyone bother to do something voluntarily if there is no opportunity for self-improvement?

The community is fundamentally open for everyone who loves baking and decorating cakes. There are no barriers to access; each participant can determine his/her own level of activity and can sign in and sign out whenever they like. At first glance, it appears that all members have a high level of autonomy, but upon closer inspection, the social influences indicate that the apparent independence is discretely moderated. This becomes particularly clear when it comes to accepting new members.

With great dedication from the periphery to the center

To become a “fully fledged” member of the community, new members have to prove themselves. “At first, each new member is given the benefit of the doubt,” says Moser when describing the process. But along the way to the upper echelons of cake art, new members are implicitly expected to prove their authentic interest: Only those who bake a few cakes, place photos of their creations up for discussion and who actively participate by contributing to the forum are viewed as fully fledged members. Participation in the baking and decoration workshops also counts.

This reputation mechanism is similar to the cooperative system at Wikipedia or open source software development: Only with great dedication and commitment can a single member move from the periphery to the center of



The community members present their creations in the forum and exchange recipes and tips.

the community. There are also recognizable parallels to the classic master-apprentice relationships among craftsmen, although at DeLeuksteTaarten.nl, a large number of people make improvement suggestions and provide feedback, and in a friendlier tone. Which cakes are viewed as especially successful depends on how frequently they are referred to by other members. The page hit rate can be seen as a measurement of the popularity of a creation – and along with the quantity, the number of predominantly positive comments also increases.

Growth as a threat to cohesion

While the lack of control has so far not hindered the community, it could ultimately prove to be a threat

as expansion continues. “The community has since become too large for some members. They feel unsettled and don’t know how to handle their popularity,” shares Moser, referring to her findings from interviews conducted with members. They turn into a sub-group and then begin to use their own communication channels and no longer participate in the forum discussions. This increasing fragmentation alone does not represent a serious problem, but if established standards and the value of cooperation are undermined, this could threaten growth.

Dunbar's number: Social systems have natural boundaries

Dunbar's number defines the number of people with which we can maintain meaningful social relationships. The British psychologist Robin Dunbar invented the concept that bears his name. Estimates based on Dunbar's number result in a total of around 150 people as the maximum number of social contacts one can maintain on a basis of trust and mutual commitment without losing oversight. Dunbar justifies the number with the limited cognitive capacity of our brains.

Although the number 150 is just a hypothetical figure that can vary, it seems to be a good approximation of the natural limits of social systems. Research shows several examples for the relevance of such limits. From the average number of residents in villages to the 130 friends of the average Facebook user, to the settlers in North America who divided their settlements as soon as they reached a population of 120: Social adherence appears to have natural limits.

Independently of Dunbar's discovery, the company Gore Associates, manufacturer of Gore-Tex, has applied the principle in its own organization. It maintains a series of regional production facilities at which the headcount may not exceed 150. If a location continues to grow, company management opens a new plant instead of enlarging the existing one. This keeps the information communication channels, the short decision-making paths and the flat hierarchies intact.

Social control is the decisive factor in this system. It strengthens cohesion, not only positively through recognition of performance, but also punishes behavior that does not follow the rules. When the number of members increases, it becomes increasingly difficult to keep an eye on the activities of the individual members. It is particularly through the high number of members that infractions against the traditional rules increase. "It happens that new members bake two cakes and then go into business," Moser reports. "That would have been inconceivable in the old days."

Rules and standards: The virtual code of honor

Social communities with more than 150 members no longer function reliably through the mechanism of social norms and social control, maintains the British psychologist Robin Dunbar (see box). Digital media today makes it possible for us to come into contact with far more people than that. Whether Dunbar's number also plays a role in the cake community is as yet uncertain – so far sanctions against rule breakers have proven to be effective. If, for example, it turns out that a member uses photos of cakes from the forum for advertising purposes on his/her own website without crediting the person who created them, they quickly feel the power of the community. Such rule breakers receive e-mails from members and are called on their behavior in discussion forums. These reactions are entirely understandable if you consider that the skills and recognition of your own performance are central components of life in the community.

What may appear to be minor infractions could represent a real threat. If the rules are ignored too often, it becomes difficult to maintain the sense of community. The community lives from the commitment and self-responsibility of its members, which can be neither forced nor delegated. However, once sanctions have been handed down, most sanctioned members leave the community on their own shortly thereafter.

Membership obligates: Limits to autonomy

Forms of social support, empathy and compassion perform an important function for the cohesion of the community. But cohesion comes with a price. In the long term, a member in a community limits his/her options for action. The obligations increase over time. Members who have attained a central position in a community must invest a lot of time to maintain their influential position. If you withdraw, you are quickly forgotten. This has been especially experienced by the professionals among the cake bakers. Once their professional independence begins, the signs of their motivation change and the differences between hobby and profession become clearly noticeable. There remains but little time for above-average commitment to the forum because their priority is clearly upon building up their own business.

There are certainly considerable differences between the online community and other organizational forms, especially when it comes to clearly defined goals and the coordination. In view of the dynamic social processes and motivation, there is a lot to be learned from

cases like DeLeuksteTaarten.nl. What changes would come about if companies would more often acknowledge the good performance of their employees? What if mutual support and learning from one another were explicitly anchored within their target agreements? What would happen if, when establishing teams, greater consideration was placed on what people like to do and do well?

"AT FIRST, EACH NEW MEMBER IS GIVEN THE BENEFIT OF THE DOUBT."

Christine Moser, social scientist

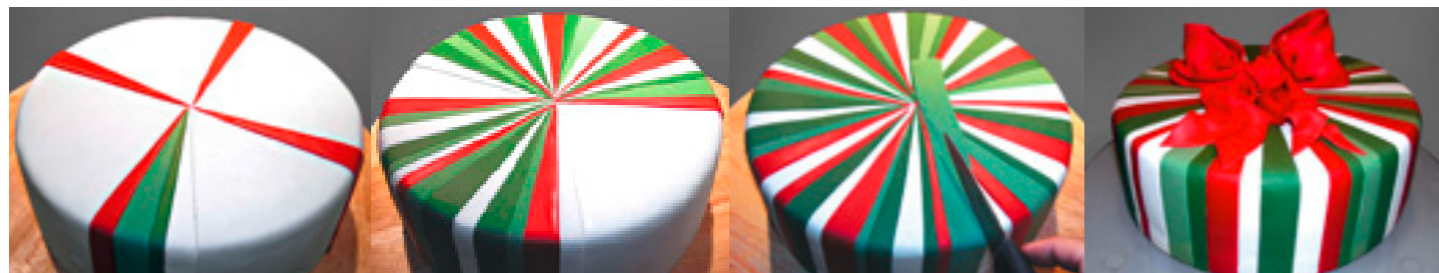
The well-being and development of the community are less important to members than the many personal successes that result from their participation. For the community, it is irrelevant how long it took a member to bake a new cake or how many they have baked in total. What primarily counts here is the quality of the results, the recognition of the dedication by others and then finally the further development of the art of baking. |



What counts are quality, recognition and ultimately thereby the further development of one's own art.

Moni's striped cake with bow:

"... fix the first 4 stripes on the cake, then work segmentally ..." The rest of this and more expert instructions are to be found on the blog www.tortentante.blogspot.com.



References:

DeLeuksteTaarten.nl online community: www.deleukstetaarten.nl

Clay Shirky (2010), Cognitive Surplus: Creativity and Generosity in a Connected Age

For further information: Christine Moser, c.moser@vu.nl

About the author: Sebastian Ulbrich, Dipl.-Psych., is an associated researcher for the W.I.R.E. think tank and scientific staff member at the University of Applied Psychology (FHNW). You can reach the author at: sebastian.ulbrich@c4t.ch.

The pan-European food retailer Lidl operates more than 3,000 stores in Germany and was once more on the list of the top 100 employers in Germany in 2010. Lidl's generous opening hours from 8 am to 8 pm, their money-back guarantee and short queues at the checkout are all service offers that meet the convenience trend and which are offered by several discounters. Yet, the extensive communication about the service hotline for customer inquiries in all stores and on the website is what sets Lidl's service range apart from its competitors. Only thanks to lean administration, the simplest possible processes and intelligent IT can Lidl keep the costs low for this service.

Since the end of 2010, Lidl bundles customer inquiries regarding stores in Germany in a central contact center and works with software from BSI. With support from BSI Contact – the Contact center module of BSI CRM – customer service representatives provide information about opening hours, store locations, assortment, receive comments and complaints and give employees in the stores more time to focus on their core business.

“WE IMMEDIATELY LIKED THE POSSIBILITY OF FLEXIBLY MAPPING PROCESSES IN THE SOFTWARE.”

Patrick Brosch, CRM Department Head

Replace old systems and standardize customer service

With BSI Contact, Lidl is replacing an existing system and will then have a standard tool to service stores throughout Germany. Although the contact center solution has just gone into productive operation, Patrick Brosch, CRM Department Head, is already seeing the first efficiency gains. “The added value is reflected in higher first solution rates and significantly improved processing possibilities in comparison to the old solution.” Finely tuned processes, text blocks, conversation guidelines and knowledge database facilitate the efficient processing of frequently received inquiries and ensure the provision of uniform infor-

mation from a central point – over the telephone, by e-mail and letter.

Map processes simply and support agents

In great detail, the Lidl team defined all possible incidents and the corresponding processes. In close cooperation with BSI, the numerous processes were reduced down to just a few modules and then depicted in the software. Now, every agent in the contact center can answer calls, select predefined processes and work through them. And because in practice unprecedented cases arise, a manual route can be taken. If the agents have to compose a written reply, the system offers text blocks that can be used for e-mails or letters.

Through the integration of BSI Contact with the ERP system, the agents can call up product availability on the store level, including price information. A specific example might be: A caller from Munich seeks information about whether the rollerblades he wants are available in the Berlin store. The agent selects the Berlin store and then the product rollerblades. The system shows him that there are still four pairs in size 42 available. The agent then selects the “available” text block and the appropriate answer “the rollerblades are available in size 42 at the Berlin store” is automatically composed.

Complex inquiries that involve other departments are simply routed as a process step to the appropriate internal department, such as Personnel, Quality

“BSI CONVINCED US WITH GOOD REFERENCES, ITS FIXED PRICE, AND ALSO WITH BSI CONTACT’S STRAIGHTFORWARD USER INTERFACE, THE INTUITIVE OPERATION AND THE WIDE RANGING FUNCTIONS.”

Patrick Brosch, CRM Department Head

Assurance or Purchasing. Even external suppliers are integrated as a process step in the system through e-mail. If a process step takes longer than specified, the business case is automatically escalated.

No personal data

Business cases are recorded at Lidl on the basis of topics. Adrian Bucher, BSI project manager, adds: “Certainly one special feature of the contact center solution for Lidl is the fact that nearly no personal data must be gathered, because it is generally not needed to handle most inquiries.” For repeated calls, topic-based searches can be conducted. But if personal data is recorded, e.g. for sending information by e-mail, then it is deleted after a certain period of time. “This is an important function in terms of data protection,” says Adrian Bucher. The business cases remain in the system in an anonymous form for analysis purposes.

A pan-European solution

The project was launched at the end of 2009. It was in productive use just a year later. By the end of 2011, Lidl plans to have rolled out BSI Contact throughout its network of European national companies and also to add new channels: It will be possible to send information to customers by SMS in the future. “This will give us a uniform standard in customer service throughout Europe with the greatest possible efficiency and quality,” concludes Patrick Brosch. |



MEET THE CLIENT

Lidl invests in service

TEXT: CATHERINE B. CROWDEN
PHOTO: LIDL

The way the discounter Lidl does business has fundamentally changed the European retail landscape. Yet, low prices alone are not the crucial factor for success in the market. The mix of a reasonable price-performance ratio, a manageable quality-oriented product assortment, good locations and fast, friendly service are all crucial for Lidl's success, and have also set standards. They aim to maintain and further develop their high standard for supplying the population with high-quality food and attractive sale items. Today's demanding customers have the right to expect a high level of service from their stores. Lidl's challenge is to introduce those service improvements that best target their customers' needs.



Barti (at microphone) and Raphi live at the BSI customer event.

Musical BSI

There are some authentic music talents among the ranks of BSI. For example, Barti, who works in the Baar office, is the front man for "Al-Berto & the Fried Bikinis". And Frank Ammeter, from the Baden office, is a member of the band "MulaRusa". But, there are others who also exercise their beautiful voices in musicals or just under the shower – or as can be seen in the photo, together around a microphone during the company outing.



Matthias Hassler and Alex Schürmann.

Intensive personnel marketing

Everyone is talking about staff shortage. MINT jobs – mathematics, informatics, natural sciences and technical positions – are particularly difficult to fill. BSI attempts to hire 20 graduates in these fields of study in Switzerland and Germany annually and is blazing new trails in personnel marketing: Roadside posters, detachable flyers and pop-up offices in the proximity of universities address potential employees in a targeted manner.



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.

World-class made in Switzerland

Invented in 1947 in Davos, the REX peeler has won over 70 million customers as well as many design prizes. The simplicity of its design and unbeatable ergonomics are what make it a classic. The handle consists of a single piece of aluminum. The blade and the side potato eye cutter are made from blued steel. Its light weight and easy usage have made REX an indispensable part of every kitchen. The REX peeler is suitable for vegetables and fruit, as well as for shaving chocolate and hard cheese.



Product: REX peeler
Price: CHF 1.20 (without branding)
Logo: Engraved, band, package
Source: www.zena-swiss.com



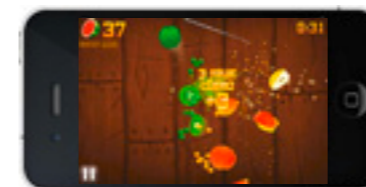
Do you need another accessory?

Then Koss Porta Pro headphones are worth looking into. They are rather ugly and are not great noise eliminators, yet they provide unbeatable sound quality for this price class.

www.amazon.de/Koss-155491-Porta-Pro-Kopfh%C3%B6rer/dp/B00001P4ZH

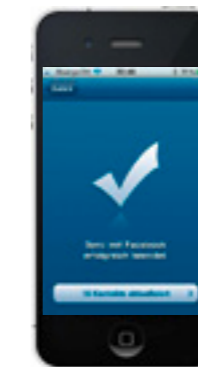
Nicolas' iPhone Apps

Software Engineer, BSI



Fruit Ninja (CHF 1.10)

Chop up fruit with skilled ninja finger movements. But look out for the bombs! There is even a recently introduced online mode. And don't forget, ninjas hate fruit.



MyPhone+ (CHF 3.30)

Synchronizes the address list on your iPhone with your friends on Facebook. You can use it to enrich the contacts you are virtual friends with, by adding their photo and birthday from Facebook. By the way, BSI is also on Facebook: www.facebook.com/bsiagcom



2Do: Tasks Done in Style (CHF 7.70)

Not very cheap, but an utterly comprehensive task management tool with a great user interface. Comes with built-in synchronization with Mac, MobileMe and Outlook. You can send yourself reminders when tasks are due via notification or e-mail.

Increasingly, e-bills are being sent directly into online banking tools, and communication is being done by mobile text messages. Besides, more and more people are choosing to use the post office near their work place rather than the one near their home. This has had an impact: from 2000 to 2010, there has been a 55 percent decrease in letters mailed at post offices, 43 percent fewer packages were sent and 22 percent fewer payments made. In rural areas, some branches now only serve an average of fewer than 10 customers a day.

The need to accommodate these altered market conditions and at the same time to meet its federal duty to provide a nationwide network of post offices was the driving force behind the Swiss Post's Ymago Project. A dialog began in 2003 with various stakeholders, including customers, employees, political authorities and interest groups and associations, to review measures to improve the profitability and customer-friendliness of the sales network. From this process arose the concept of a model that was eventually called the Agency ("partner post office").

Closer to customers in villages and neighborhoods

Detached from the familiar post office counter, and with an eye on countries that already offer postal services through other channels, the project team investigated how the Post could continue to offer optimal service in rural areas. Besides the traditional house delivery service, an analogy to the fruit and vegetable scales in a local shop seemed both obvious and promising. Within a very brief period, an agency concept with self-service scales was developed for dispatching mail at partners. The prototype was customer-tested between early 2005 and autumn 2006 at 16 locations – and received positive reactions.

How does the Post Agency work? The concept is simple: Postal business is integrated into the daily shopping routine. Along with their yoghurt, lettuce and bread, customers now place their self-stamped mailings in their shopping cart and pay for it all at the cash register. Those who wish to send a letter or a package, first place it on the scale in the store and select the size, destination and dispatch speed on the touch screen. The price is then displayed and a label printed out, which the customer then sticks on the mailing and which is subsequently scanned at the cash register. The amount due for postage is collected and the mailing is made ready for pickup by the Post dispatch service. The cashier also functions as the place to pick up mail for which a collection notice was sent, to buy stamps and even to withdraw cash up to 500 francs. The agency

solution also has a module for cashless payments, which is handled by the partner's staff.

The Post Group Management decided to proceed with the definitive implementation of the new model in autumn 2006. The prototype hardware was adapted to the Post design and the IT was professionalized. As a Swiss Post partner of many years in the field of software, BSI was assigned the further development of the software. Today, there are already more than 360 Post Agencies with partners such as retail shops, railways and communities. The number is expected to increase to 400 agencies by the end of 2011.

Guidelines and requirements for the concept

"We revolutionized the previous agency concept, which envisioned small post office counters in neighborhood stores. We took it much further and focused more on the needs of private customers in rural areas," explained Rolf Schneeberger, Head of the Partner Network at the Swiss Post. "Our solution should model the most important processes simply, with an eye towards multiplication, be compatible with the partners' cash register systems, while offering the highest possible quality at the lowest possible cost in terms of investment, operation and training."

Professionalizing IT by involving BSI

With the decision in 2006 for further realization of the Post Agencies, the Post IT department was involved in the project and BSI was placed in charge of the software.

The prototype was developed as a stand-alone solution outside the post office network and was connected only through GPRS. As a result, to hand-



The agency model for locations with larger customer volume.

le any breakdown and for each software update, a service technician was needed on site. Michel Schweizer, the former Ymago project manager at BSI, remembers: "In a first step, after the software was handed over to us, we developed the so-called software updater to replace the manual distribution via a USB stick. We could not access the scales remotely – the operating system did not permit this – but it was now possible for us to place each software update centrally on an FTP server on which the scales can then 'serve themselves.'" In addition, the stamping of international packages was made possible with this release.

Features of software for officially calibrated scales

The next release involved the approval of the scales in accordance with EU rules, which entailed the official calibration of the scales by the calibrator, resulting in the provision of the official calibration seal. This involved not only the hardware, but also the software component which determines and states the weight, calibrates the scales, displays the price and handles printing out of the postage stamp.

"What was particularly new territory for us were the requirements for the approval of the software component responsible for calibration," says Michel Schweizer. "We separated the software com-

"TOGETHER WITH BSI, THE POST MADE THE RIGHT DECISIONS ABOUT THE FURTHER DEVELOPMENT OF THE POST AGENCY SOFTWARE."

Rolf Schneeberger, Head of the Partner Network at the Swiss Post

ponent responsible for calibration and encrypted it so that we do not need to have the entire software approved again with each update and release."

Approximation to the Post network

Currently the BSI Team is working on linking such agency solutions even more closely with the counter application of the Swiss Post. Connecting the scales through ADSL to a central FTP server was the first step; the interface to the rates and product information system (TAPIS) is to be automated next. This database manages all master data, such as products and prices. Till now, every change in postage rate had to be forwarded to the Post Agencies manually. In the future, the system will export the adjustments from TAPIS into Excel files and then place these on the FTP server. The stronger link to the Post network technically simplifies the further expansion of Post Agencies.

Flexibly into the future

The Post now has a second agency model for locations with larger customer volume. In contrast to the Ymago model, the store staff takes care of postal business for its customers at a counter. This refined concept enables the Swiss Post to make flexible arrangements for different situations at various locations. In rural areas with lower volume, the solution with the self-service scales makes sense, while the staffed counter is better suited for urban areas.

The advantages are the same regardless of which model is chosen and they are apparent: the partner receives a differentiating feature and a second source of income, customers can do their shopping and take care of postal business conveniently at the same place, the Post can offer its customers longer opening hours, and the local infrastructure is improved. Rolf Schneeberger summarizes: "With Agencies, we manage to walk the fine line between the legal duty to guarantee comprehensive, nationwide service, while factoring in the changed lifestyle patterns of people today." |

MEET THE CLIENT

The Post at its partners: How the post office network is developing

TEXT: MARCEL MARTI
PHOTO: SWISS POST

Today's customers are mobile and networked. They conduct banking business online, send e-mails and report about their holidays on Facebook, among other things. These social changes also represent a challenge to the Swiss Post. That is why they are applying new solutions at their access points. BSI was significantly involved in the development of one of these solutions, the Post Agency.

In today's networked economy, companies concentrate on their core competencies and cooperate with specialists for everything else. The company's classic processes, such as production, inventory management, and accounting – all take a back seat. In the consumer goods industry and among service providers, the customer dialog has become a core process and CRM producers are becoming guardians of the core system.

Informed, networked customers, wooed by global providers, are the center of attention. Traditional market boundaries have shifted: Lidl sells travel, Xing tickets and Facebook advertising, while eBay brings together people who have something to gain. In this new world, marketing and advertising are required to act and communicate as customer-focused as possible. And they need modern technologies and intelligent systems to support the process.

More than just customer management

“In earlier days, customer relationship management systems, or CRM systems as they are known, were add-ons or supplemental tools that companies bought to support their sales staff – and perhaps to control them,” reminisced Christian Rusche, CEO of BSI. “No one likes using such a by-product. Anyway, it was only optional. The really important data, and the right customers – the paying ones – were saved in the accounting system, later in order management and ERP systems.”

But the term CRM has since evolved further. While it previously stood for simple address and appointment management solutions, today bundled into the term

CRM are highly complex, feature-rich, company-wide solutions, specialized analysis tools for marketing and product development, as well as simple applications operated from the cloud.

The “classic” CRM, or the management of key customer data, is meanwhile covered by Outlook, Xing and the like, just as well as the products from the “old” CRM producers previously did, and cheaper too. The classic CRM requirements have since become standard, just like spell checking for any text editor. The band today is playing in a different venue. Really innovative systems support providers that rise above the competition with good ideas. Intelligent software overcomes department boundaries, compiles all customer data, depicts crucial business processes, fits within the existing IT landscape and is easy to operate.

The strengths of BSI CRM

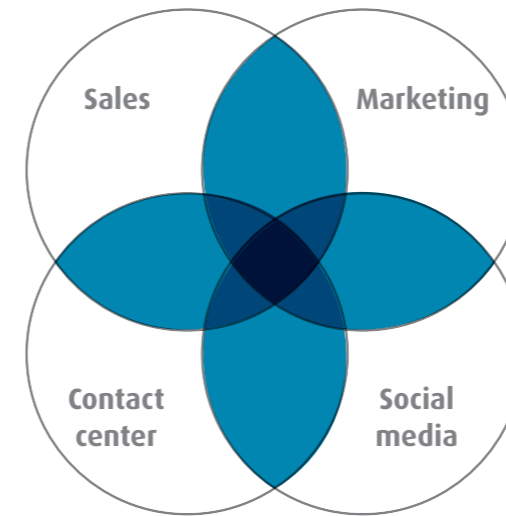
- A comprehensive 360° view of the now transparent customer. Thanks to the complete integration of all departments and communication channels (including Twitter).
- An optimized cooperation between customer service, sales and marketing using one tool.
- Processes that extend beyond department and company boundaries are depicted using open technology standards and interfaces to all peripheral systems (ERP, financial accounting, etc.).
- Guided processes that boost acceptance among staff and help enhance efficiency and quality.
- A uniform GUI that ensures that all employees think along the same lines and speak about the same thing.
- Analytical tools that provide sales staff forecasts and scores within their markets. They can see who is cancellation-prone or what cross-selling or up-selling potential exists.

Customer service moves to the foreground

“What are usually called for today are feature-rich systems that should be deeply integrated into the existing IT,” says Zeno Hug, BSI Sales Manager. “Modern companies focus on their critical processes. For service providers, for example, these include ‘proactive complaint management’ or ‘cancellation threat’ processes. These are tasks that must be handled properly the first time by customer service, usually in an inbound contact center, to be effective against cancellations.”

The contact center, which is often the customer's first point of contact, has grown in importance in recent years. Modern CRM systems close gaps and connect customer service to marketing, sales and operations. All systems at the interface to customers, from the counter, to the website and the call center, to the sales team's appointment calendar are linked through a single user interface. The CRM becomes a collaboration tool that monitors, executes and routes all customer streams.

The integration of social media also plays a vital role today, particularly when it comes to customer service. Tweets – semi-official expressed opinions – re-



Pure sales or marketing solutions are no longer in demand. The greatest growth is ongoing with solutions that integrate customer service, sales, marketing and P2P communication channels.

present a treasure trove today, not only for complaint management, but also for detecting trends. And as time goes on, social media are becoming normal channels of communication. Customers today determine how they prefer to communicate – whether directly or indirectly – and through which channel, at what time, at what frequency and in what style.

Release 12.6: more marketing

After last year's powerful focus on the contact center in the product development of BSI CRM, the release 12.6 puts the emphasis on marketing and completes the integration of Twitter. BSI next is a product innovation that supports the specialization mentioned at the beginning of the article. Through service providers directly integrated in the CRM, such as address brokers, providers of business information or direct mailing specialists, tasks including address checking and enrichment, along with the conducting of mailings can be handed over to external partners per mouse click – without bothersome Excel file comparisons. Interfaces to customer self-service on the web and automatic logging of reactions are further answers to changing customer needs.

With each release, we drive the development of BSI CRM further and attempt to offer the very best in terms of features and to react to trends, all without making the system more complicated.

That is why we continue to wave the flag of CRM, because we are actively co-designing the market, building modern core systems, thus helping our clients develop a new, customer-centered way of doing business. |

MEET THE FUTURE

Why classic CRM is dead, yet remains BSI's core business nevertheless

TEXT: CATHERINE B. CROWDEN

Red Bull is a gigantic marketing machine; the magazine “Schöner wohnen” tracks fashion trends and creates its own paint, wallpaper and textile collections, while Apple is reinventing home electronics. Although the products they offer differ widely, all three companies have one thing in common: They focus on creation, marketing and sales, while leaving production to reliable partners.



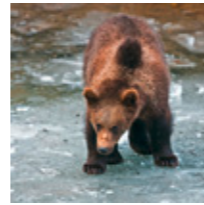
Favorite town:
Zurich



Favorite beverage:
Coke zero



Favorite book:
"Mitteilungen an Max"
by Wolfgang Hildesheimer



Favorite animal:
Bear



Urs Stöcker

Born in: Chur GR

Birthday: September 12, 1976

Astrological sign: Virgo

Nationality: Swiss/German

Diploma: Physics Graduate, Dr. sc., ETH in Zurich

Lives in: Zurich

Works in: Baden-Dättwil

How and when did you come to BSI?

After completing my post-doctorate studies in 2009, I looked around for a flexible employer, one that would allow me to hold a 70% part-time position. A few of my friends were already working at BSI – so the way quickly became clear.

A physicist as a software developer?

I brought some programming experience with me. My thesis involved an application based on MATLAB for fundamental muscle research.

What is it like to work at BSI?

I really like the pleasant attitude and the constructive, open atmosphere. And that doesn't just go for our team, but for the whole company. But what is particularly fascinating at BSI is the focus on social skills; the company really makes sure that a new staff member optimally fits into and enhances a team. That's what makes BSI different from other companies, which also claim to highly value teamwork. You won't find anyone at BSI who may be technically brilliant, but who is socially incompetent.

What do you like especially at BSI?

I find it great that everyone here can make a contribution and share his ideas and be taken seriously. I also think the way mistakes are dealt with at BSI is exemplary: Where people work, mistakes happen. We seek solutions, not to point fingers. I also really like that we do more than just pay lip service to working closely with customers and actually do work that way. We can take the time to really understand our customers and in this way can create the best possible solution for them.

Why do you work part-time?

I work in the CTMS Team. There are eight of us on the team and three work part-time. I fill the other 30 percent at my "second job." I train the Swiss National Team in Climbing.

... that's an unusual mix.

But it's the right one for me. My personal qualities, such as empathy and communication skills, are needed for both my jobs, and what's more, sports are the ideal balance to jobs where you sit a lot, like software development.

How did you get started with climbing?

I tried it out with a friend when I was a kid and I guess that's when I caught the climbing bug. For a long time I was into expedition mountain climbing, with everything that involved, before I later switched to being a trainer.

What can you take from your sport and apply in your professional life?

Or maybe the other way around? Every success must be earned. Without consistency and persistent action, no performance is possible. And that goes both for work and sports.

What goals do you have?

When it comes to climbing, my goal for this year has got to be the Climbing World Championship in Arco on Lake Garda in Italy. I am aiming to take home at least two medals with our team. And that's being realistic – after all, we became European Champions last September.

And professionally?

I want to do my bit to turn CTMS into a cash cow – with lots of commitment and dedication. We can do it, and we will! |

MEET THE TEAM

Allow us to introduce you?

TEXT: CHRISTINE HINNEN
PHOTOS: URS STÖCKER

At first glance, he appears to be just a "normal" software developer at BSI. Urs Stöcker has worked in the CTMS Team (CTMS: Clinical Trial Management System) with great dedication for nearly a year and a half. He holds a part-time position in order to leave enough time for his second job: trainer for the Sport Climbing National Team. In the following interview, the young man from Graubünden tells the story of how he combines two very different jobs in a way in which they both benefit.



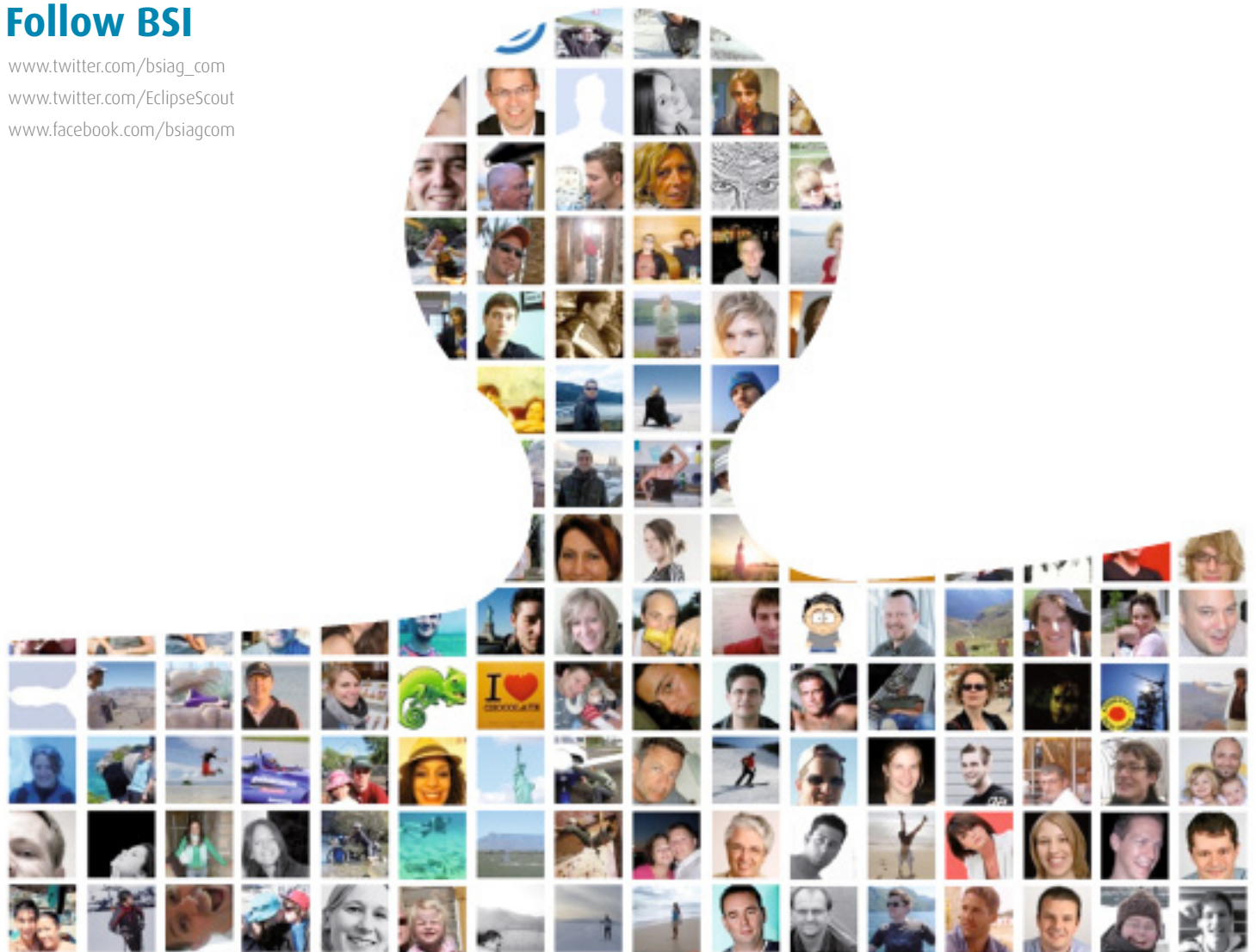
meeting

BSI customer magazine | No. 1/11 | www.bsiag.com



Follow BSI

www.twitter.com/bsiag_com
www.twitter.com/EclipseScout
www.facebook.com/bsiagcom



Meet BSI

Baar

BSI Business Systems Integration AG
Zugerstrasse 74
CH-6340 Baar
Phone +41 56 484 19 20
Fax +41 41 766 86 10

Frankfurt am Main

BSI Business Systems Integration Deutschland GmbH
Hahnstrasse 38
DE-60528 Frankfurt am Main
Phone +49 69 962 37 53-0
Fax +49 69 962 37 53 10

Baden

BSI Business Systems Integration AG
Täferstrasse 16a
CH-5405 Baden
Phone +41 56 484 19 20
Fax +41 56 484 19 30

Zurich West

BSI Business Systems Integration AG
Förrlibuckstrasse 181
CH-8005 Zurich
Phone +41 56 484 19 20
Fax +41 43 501 65 10

Berne

BSI Business Systems Integration AG
Villemattstrasse 15
CH-3007 Berne
Phone +41 31 850 12 00
Fax +41 31 850 12 99

Zurich ETH

BSI Business Systems Integration AG
Universitätstrasse 9
CH-8006 Zurich
Phone +41 56 484 19 20