

Customer Satisfaction Level of After Sales Service of ThyssenKrupp

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June 16, 2013

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Subject: Submission of Internship Report

Dear Sir,

With great pleasure I am submitting the report on '*Customer Satisfaction Level of After Sales Service of ThyssenKrupp*' that you have assigned me as an important requirement of BUS400 course. This course has really helped me in accessing new knowledge that is interesting and beneficial. I have tried my level best to prepare an effective and creditable report.

This report contains a detailed study of satisfaction level of after sales service of ThyssenKrupp. Here I have gathered information based on different sources such as observation, job task, interviews and internet.

I honestly hope that my analysis, findings and opinion will give you real idea about the satisfaction level of after sales service of ThyssenKrupp and how they provide services for any customers or particular project.

I welcome your entire query and take pride to answer them.

Thank you

Sincerely

.....

Apurba Voumik

ID: 09304150

Acknowledgement

I hereby, proudly and honestly acknowledge the assistance provided by individuals related with ThyssenKrupp Elevator (BD) Pvt. Ltd and BRAC University to prepare this internship report '*Customer Satisfaction Level of After Sales Service of ThyssenKrupp*'

At first I would like to thank my internship supervisor, Suntu Kumar Ghosh for his continuous support and guidance while preparing this report.

The official of ThyssenKrupp Elevator (BD) Pvt. Ltd also helped me in providing vital information about the after sales service. I have received earnest and cordial assistance from the following officials who were directly incorporated with me for making this report valuable.

Ayesha Siddika Shimu
Maintenance Executive
Service & Maintenance Department

Ahmed Abrar Haseen
Sales Executive-Service
Service & Maintenance Department

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EXECUTIVE SUMMARY

Due to the thriving urbanization in Bangladesh, elevator industry has emerged as a rapidly growing industry in this country. As a result, multinational like ThyssenKrupp Elevator is now operating in Bangladesh and also facing fierce competition from other local agent companies. The company's portfolio includes passenger and freight elevators, escalators and moving walks, passenger boarding bridges, stair and platform lifts as well as tailored service solutions for all products. 900 locations around the world provide an extensive sales and service network to guarantee closeness to customers. The company is currently operating in three major cities of Bangladesh and has plans of further expansions. Along with sales, servicing and installation are 2 major business of ThyssenKrupp. This research focuses on the service business of the company and analysis certain hypotheses regarding the overall service scenario.

ThyssenKrupp's service is almost as same as other competitors. According to the findings, ThyssenKrupp hasn't been able to differentiate its service from other companies. However, ThyssenKrupp doesn't provide a lesser quality service either, compared to other service providers in the market. The company provides a better quality service to clients who pay more than clients who pay less. According to the findings, clients who pay more enjoy a better quality service than clients who pay less.

ThyssenKrupp's prime focus would be to have a more articulated plan for overall service business, and to improve the flexibility of their technicians while they are providing the actual service. A good supply chain procedure for inventory should also be the focus of the company. Proper branding measure should also be taken to create a differentiation in customer's mind. Brand loyalty and customer satisfaction have a positive correlation in case of ThyssenKrupp's customers. Satisfied customers are found to be loyal towards the brand.

ORGANIZATIONAL OVERVIEW

1.1 COMPANY NAME, LOCATION & BACKGROUND HISTORY:

Company Name:



ThyssenKrupp Elevator (Bangladesh) Pvt. Ltd

ThyssenKrupp Elevator (BD) Pvt. Ltd. is a 100% owned subsidiary of German ThyssenKrupp Elevator AG. ThyssenKrupp Elevator AG is the elevator technology business area which brings together the German **ThyssenKrupp Group's** global activities in passenger transportation systems.

Location:

Dhaka Corporate Office:	Dhaka Trade Center (11 th Floor) 99 Kazi Nazrul Islam Avenue Kawran Bazar, Dhaka-1215
Branches: a) Chittagong:	Minhaz Garden (2 nd Floor) Debarpar, South Agrabad, Chittagong.
b) Sylhet:	Sylhet City Centre (9 th Floor) Zindabazar, Sylhet – 3100



Background History:

For twelve decades ThyssenKrupp Group is operating in India with a goal of well establishing the brand in the Indian market. Through the same process, this multinational conglomerate has also identified Bangladesh construction market as one of the fastest growing construction markets, and decided to make investments in this market in order to establish the brand name in the passenger elevator and escalator sector.

In the process, in 14th June, 2005, TKEBD was incorporated as a private limited company under the company's Act 1994. (ACT XVIII OF 1994)

In October, 2007, the company started their operations in Bangladesh.

With 44,000 employees globally, sales of 5.2 billion Euros in fiscal 2010/2011 and customers in 150 countries, ThyssenKrupp Elevator is one of the world's leading elevator companies.

The company's portfolio includes passenger and freight elevators, escalators and moving walks, passenger boarding bridges, stair and platform lifts as well as tailored service solutions for all products. 900 locations around the world provide an extensive sales and service network to guarantee closeness to customers.

Detailed Info:

- a. **Business name:** ThyssenKrupp Elevator (BD) Pvt. Ltd
- b. **Business type:** Import, Supply, New Installation, Service, Modernization of Elevators and Escalators.
- c. **Company registration date:** 14th June 2005.
- d. **Tel:** +880 2 8124440, 8122977
- e. **E-mail:** tkebd@elevator-in-thyssenkrupp.com

1.2 NAMES AND CHARACTERISTICS OF FOUNDERS:

Three individuals from ThyssenKrupp Asia-Pacific's top management had their relentless contribution in building the foundation of this subsidiary in Bangladesh. Their initial efforts brought this company this far in last five years. Names and characteristics of these founders are given below in details:



Mr. Heinrich Dickens
Managing Director

Mr. Heinrich Dickens, an American who came to India and Bangladesh from the Asia-Pacific office. With 15 years in the elevator industry, Mr. Dickens has worked throughout Asia including a 10 years stint in China. Mr. Dickens was educated at the University of Mississippi.

“Everything we do starts with customer needs”
– says Mr. Dickens



Mr. Manish Mehan
Director

A Chartered Accountant by training, Mr. Manish has been with the company for the last 8 Years, having previously worked as an audit consultant. In addition of being CFO of ThyssenKrupp India, he is the Head of Operations for ThyssenKrupp Elevator in Bangladesh. Manish Studied at the University of Sri Venkateshwara.

“Our company's growth curve is the result of us meeting customer needs effectively yet efficiently”
– says Mr. Manish



Mr. M. C. Srivastava
Country Manager

Mr. M.C Srivastava has been with the company for the last 30 years in India and 7 years in Bangladesh. He is the Country Manager in ThyssenKrupp Elevator (Bangladesh).

1.3 MISSION, VISION, VALUES & STRATEGIES:

Mission Statement:

We are ThyssenKrupp – The technology and materials company:

Competence and diversity, global reach, and tradition form the basis of our worldwide market leadership. We create value for customers, employees and shareholders.

We meet challenges of tomorrow with our customers:

We are customer-focused. We develop innovative products and services that create sustainable infrastructures and promote efficient use of resources.

We hold ourselves to the highest standards:

We engage as entrepreneurs with confidence, a passion to perform and courage, aiming to be best in class. This is based on the dedication and performance of every team member. Employee development is especially important. Employee health and workplace safety have top priority.

We share common values:

We serve the interest of the Group. Our interactions are based on transparency and mutual respect. Integrity, credibility, reliability and consistency define everything we do. Compliance is a must. We are responsible corporate citizens.

Vision:

To be recognized for the best services, the best solutions, with the best technology.

Values:

Customers: build relationships of trust.

Results: permanently challenge.

People: our strong point.

Perceived Quality: an undertaking involving everyone

Innovation: a constant search.

Strategies followed by ThyssenKrupp Elevator (Bangladesh):

The company has been following certain strategies for certain aspects for business, right from the start. All these strategies can be categorized into 2 categories.

- 1) Business level strategy
- 2) Corporate level strategy
- 3) Functional level strategy

BUSINESS LEVEL STRATEGIES:

Before discussing what sort of generic business level strategy ThyssenKrupp follows, it is important to know exactly what type of customer need and customer group the company serves with what type of distinctive competencies.

ThyssenKrupp elevator satisfies **customer's need** for vertical & horizontal transportation with products like elevators, escalators, moving walks, passenger boarding

bridge etc. The company also satisfies the need of servicing these products by providing monthly maintenance and after sales service.

ThyssenKrupp's **customer group** include, real estate builders, individually owned houses, hospital buildings, universities, hotels/restaurant buildings and lots of other project being under construction. Their customer group also includes building owners who have running lifts. The company provides monthly maintenance service for already installed lifts of other brands as well.

Company's **distinctive competencies** include:

- 1) Well planned and organized distribution of service across the country. 6 service teams and 7 engineers have been assigned to different zones in Dhaka. Service people have been distributed according to the number of running lifts available in each zone so that the service people can provide service in a proper and timely manner.
- 2) The company has plans of establishing 6 service centers in different zones in Dhaka city very soon. This will turn out to be a real advantage in terms of reaching customers quickly during major call backs.

Generic Business Level Strategy followed by the company:

ThyssenKrupp Elevator (BD) follows a DIFFERENTIATION strategy while conducting the business in Bangladesh. ThyssenKrupp charges a premium price for their lifts and charges a higher price for monthly maintenance as well. As they charge a premium price, they also strive towards providing superior quality service.

In near future, the company has plans of starting 24/7 service and numerous promotional activities which will be implemented through providing service. The company follows a PUSH strategy for selling and promotion.

CORPORATE LEVEL STRATEGIES:

Acting responsibly in the interests of the environment, people and the company – that's what sustainable efficiency is about.

For quite some time now, ThyssenKrupp Elevator has been practicing a corporate policy of sustainability. The company does their utmost to reconcile harmoniously the needs of people, the environment and successful business. ThyssenKrupp's sights are not just trained on today. Acting responsibly means above all creating and maintaining the foundations of tomorrow's society.

To this end the company is doing a great deal with a broad portfolio of eco-friendly products, using cutting edge production methods to protect resources, offering comprehensive initial and continuing training for its employees and with a commitment to communities around the globe.

ThyssenKrupp regularly review its processes and report according to the standards of the Global Reporting Initiative (GRI) in future so that all their mobility solutions and services always meet the highest standards in terms of environmental awareness and effectiveness. Sustainable efficiency as a global program permeates the company's corporate culture at all levels. It consistently ensures that their actions, products and services are always in tune with the requirements of the environment, people, and business. It creates consistent and seamless sustainability management along the entire value chain. Sustainable efficiency is ThyssenKrupp's commitment to a world worth living in, now and in future.

Apart from this, some other corporate level strategies of ThyssenKrupp include:

- The company is focusing more on inventory management along with marketing and distribution which is very important.
- Company shares their marketing resources throughout the product line

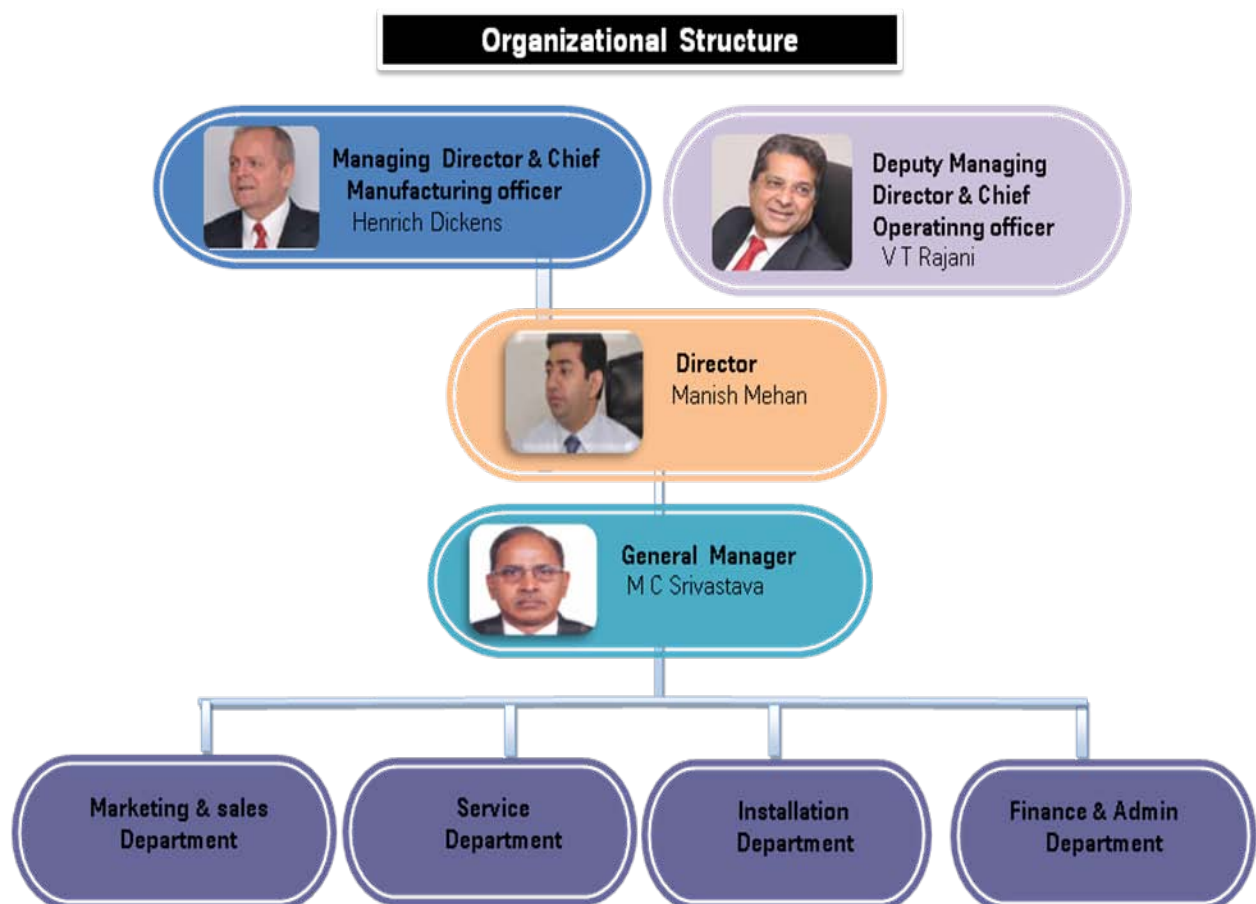
FUNCTIONAL LEVEL STRATEGIES:

- ThyssenKrupp's primary focus is to provide quality, efficient, innovative services by understanding the customer's need.
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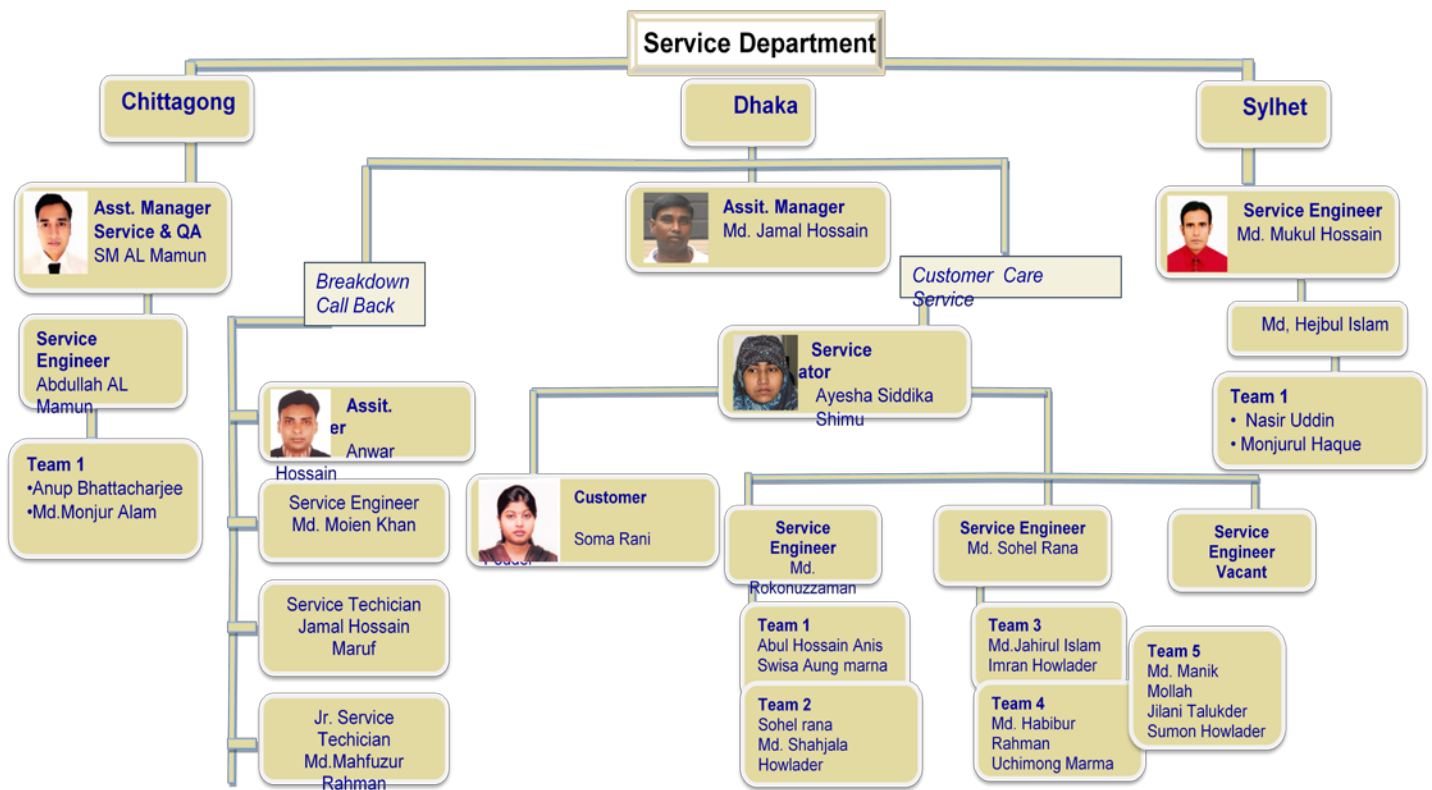
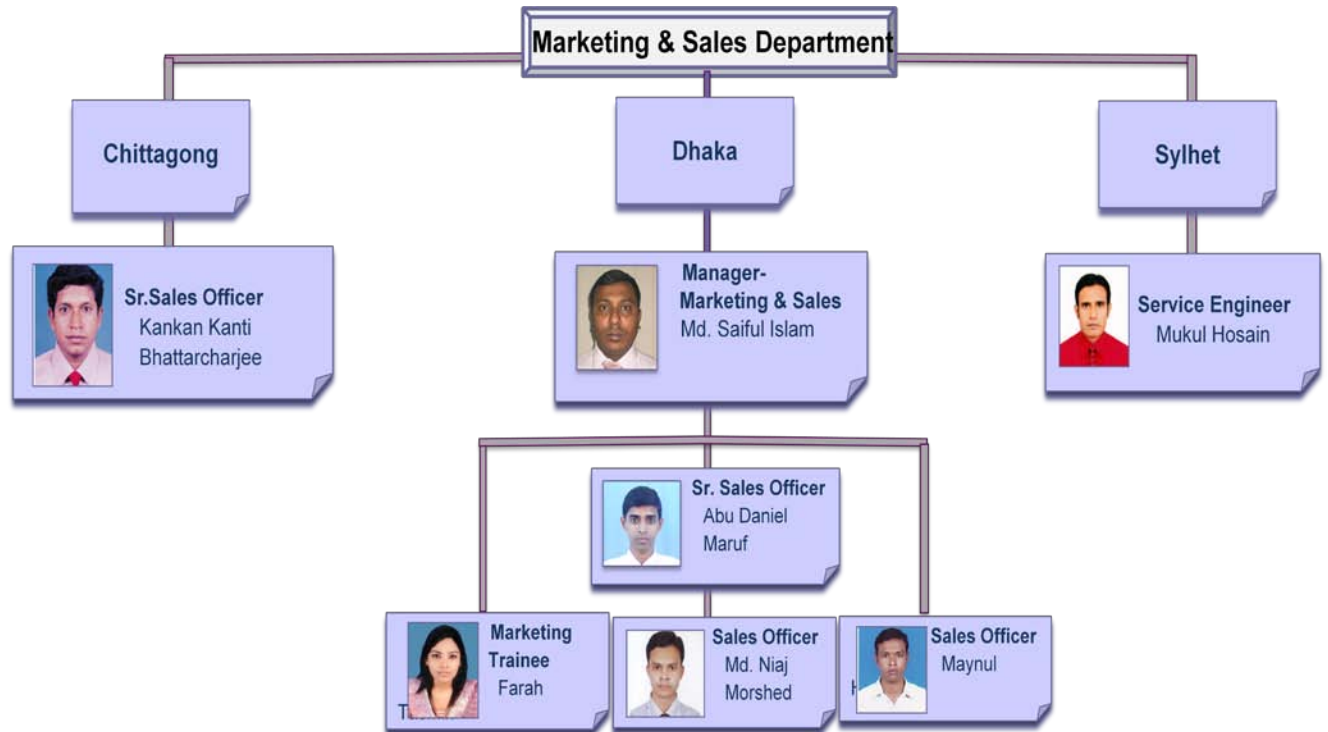
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- ThyssenKrupp gives its clients and customer the top most priority and thus they just don't focus on sales but also on after sales services in order to acquire loyal customers who will make repeat purchases and would also bring in new clients.

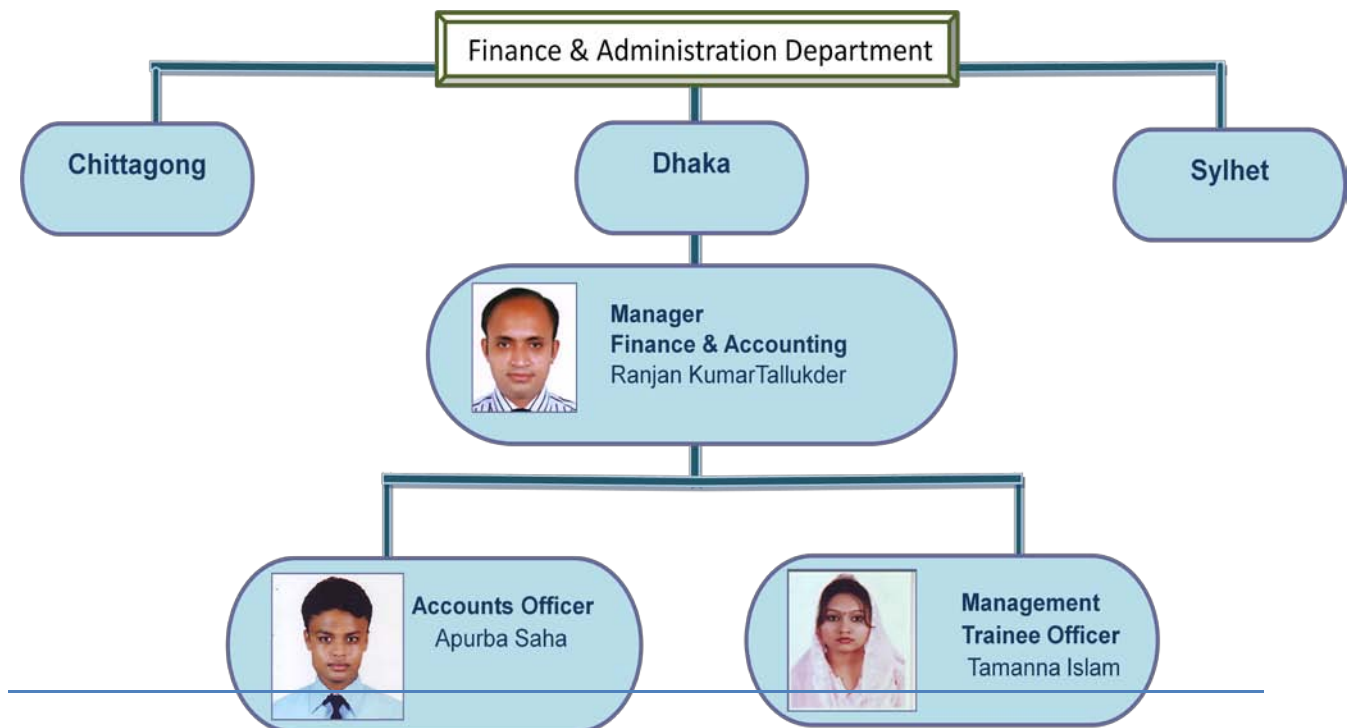
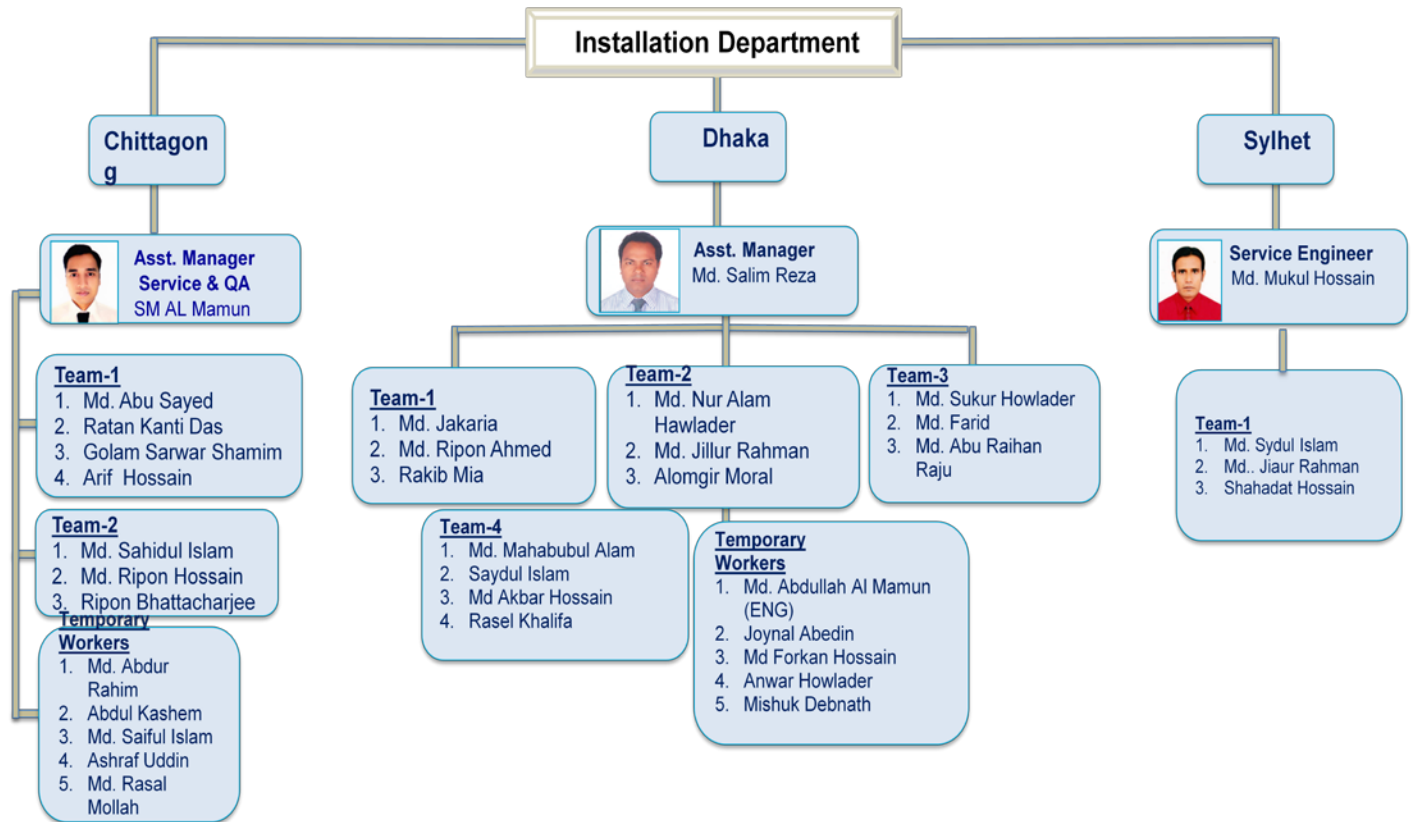
1.4 ORGANIZATION STRUCTURE:



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Customer Satisfaction Level of After Sales Service of ThyssenKrupp



1.5 MAJOR FUNCTIONS, DESCRIPTION OF BUSINESS & DESCRIPTION OF FUNCTIONAL DEPARTMENTS:

As an elevator company, ThyssenKrupp Bangladesh has variety of functions. Servicing is an integral part of this elevator business as well. For this, ThyssenKrupp has various departments and all of them functions accordingly to provide superior customer satisfaction. In this part, along with all functions and departments, a description of ThyssenKrupp's current state of business has been included as well.

Major Functions:

(a) What the company does: Professional consultancy, sales and installation of passenger and freight elevators, escalators and moving walks as well as high-quality service and support for all products are company's main functions.

- Sales
- Installation of passenger and freight elevators, escalators & moving walks
- Periodic high-quality maintenance, service and support of all products
- Modernization of the existing products

(b) Business concept: Manufacturing New installation Maintenance Modernization	(c) Products: Elevator Escalators and Moving Walks Passenger Boarding Bridge Accessibility
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(d) Quality policy & objectives:

ThyssenKrupp Elevator ensures continuous improvements at each phase of product development. The company regularly reviews product design releases for manufacturability and

Customer Satisfaction Level of After Sales Service of ThyssenKrupp

safety impact. Moreover, the service branches survey and report customer satisfaction in order to quickly identify and correct potential quality issues in an effort to reduce warranty claims. ThyssenKrupp Elevator also regularly reviews warranty data and modifies production and design procedures accordingly.

(e) Commitment:

ThyssenKrupp Elevator is committed towards developing and implementing sustainable efficiency solutions for the entire lifecycle of its products and processes worldwide. That means identifying and addressing key social and environmental opportunities to make a positive contribution to the well being of the planet. Company's aim is to create long term value and sustainable efficiency as a way of life - also for generations to come.

1.6 Description of Business:

As mentioned earlier, sales, installation, monthly maintenance and modernization are company's major businesses. Description and current state of each of these businesses are given below:

Sales:

ThyssenKrupp elevator doesn't have any production in Bangladesh. All the lifts that have been sold by ThyssenKrupp in Bangladeshi market have been imported. The company has a total of 27 production plants around the world, and Bangladeshi subsidiary can import lift from any of those plants.

However, this subsidiary imports most of the emergency passenger lift, freight lifts and bed lifts from **KOREAN** production plant. Some of the lifts have also been imported from Germany, China. Spanish synergy and machine room less lifts are also getting popular in the Bangladeshi market. However, ThyssenKrupp Korean lifts are more available in the market because of the price. Among all other countries where ThyssenKrupp has production, Korean lifts are less expensive. The higher price of German and Chinese lifts compels the company to import lifts from Korea. In Bangladesh, builders and individual house owners are very much reluctant to invest premium price for a capital investment like elevators. That is why Korean lifts are their

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first choice. Even though, ThyssenKrupp Korea lifts are cheap compared to some ThyssenKrupp lifts in other countries, it is still more expensive compared to other brands manufactured in Korea.

This subsidiary gets a certain percentage of the sales revenue as commission from Korea. Sales basically generate a small percentage of the total revenue for ThyssenKrupp Elevator Bangladesh.

Below chart shows the number of order intakes ThyssenKrupp Elevator Bangladesh gained so far:

Business Year	07-08	08-09	09-10	10-11	11-12 YTD
ELEVATOR	68	55	46	29	54
ESCALATOR	14	0	0	0	0
TOTAL OI	82	55	46	29	54

New Installation:

It takes around 3 months for a lift to reach the destination after the order gets booked. After the lift reaches the destination, the installation of the lift begins. The installation department of the company is responsible for the installation and commissioning of new lifts.

The installation charge per elevator ranges from BDT 100,000 to BDT 200,000. The installation charge varies according to the floors available in a particular building. This function has a good contribution in the overall revenue of the company.

Following table shows the number of NI Sales that has been made since the birth of this subsidiary. These are the number of elevators that has been handed over to the client after installation:

Business Year	07-08	08-09	09-10	10-11	11-12 YTD
TOTAL NI SALES	23	34	34	28	26

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Currently a total of 69 elevators are either under installation, or in the process of shipment, or the L/C for some lifts have been opened. The following table will give a better understanding of current situation of installation business:

New Installation (Elevator)	Units in Dhaka	Units in Sylhet	Units in Chittagong	Total Units
Under Installation	9	4	3	16
Lying at Site	7	2	5	14
Under Shipment	2	1	2	4
Under Manufacturing Plant	20	0	5	25
L/C Being Opened	5	0	5	10
Total	43	7	20	69

Maintenance & After-Sales Service:

After the final handover of lifts to the clients, it is mandatory to provide a monthly maintenance and servicing of elevators in order to keep those in good shape. The “maintenance department” of ThyssenKrupp elevator is responsible for providing this monthly after sales service for all ThyssenKrupp lifts.

The monthly service charge per elevator ranges from BDT 3,500 to BDT 5,000. Charge per elevator also depends on the number of floors available in the building. Major portion of the revenue in this elevator business comes from monthly maintenance and servicing. This servicing portion of the overall business of the company is always in profit. Current situation of overall maintenance business can be understood by the following table:

Maintenance	Units in Dhaka	Units in Sylhet	Units in Chittagong	Total Units
Paid (Elevator)	113	23	27	163
Paid (Escalator)	00	10	00	10
Free (Elevator)	37	07	12	56
Free (Escalator)	00	00	00	00
Total under Maintenance	150	40	39	229

Total employees:

Particular	Dhaka	Chittagong	Sylhet	Total
Dir- New Installation	14	07	04	25
Dir- Service	13	02	03	18
Indirect- New Installation	01	00	01	02
Indirect- Service	05	02	01	08
Indirect Sell- New Installation	05	01	00	06
Indirect Sell- Service	02	00	00	02
General and Administration	04	00	00	04
Total	44	12	9	64

1.7 Description of Functional Departments & Their Activities:

Currently, there are a total of four departments functioning in this subsidiary. These are Installation department, Service department, Marketing & Sales, and Finance & Administration. Currently, there is no HR department in the company, because the number of employees is not too large. However, the company will create a separate HR department as soon as the number of employees crosses 150. A detailed description of each department is given below:

INSTALLATION DEPARTMENT:

As mentioned earlier, installation department is responsible for assembling, installing the lift inside the shaft, and commissioning (speeding).

Among the three major cities, Dhaka city has most of the lifts of ThyssenKrupp and therefore the installation team in Dhaka is the largest among all three. At each city, Assistant Manager of installation is the head of installation department. Under Assistant Manager, several teams are assigned to perform the assembly and installation work.

Installation Department in Dhaka:

In Dhaka, under the Assistant Manager, a total of 4 teams are working. In installation, a team generally consists of 3 members. Three of the teams in Dhaka have 3 members for

one team. Another team has 4 members. There is also a group of temporary worker who work with teams as helping hands. In Dhaka, currently, the installation department is having 5 temporary workers.

Installation Department in Chittagong:

In Chittagong, Assistant Manager of Service & OA is the head of installation department. Currently, 2 installation teams are working under him. One team consists of 4 members and another team consists of 3 members. In Chittagong, the number of lifts are pretty much lesser compared to the number of lifts in Dhaka.

A total of 5 temporary workers are working in Chittagong right now.

Installation Department in Sylhet:

Number of elevators in Sylhet is significantly lower compared to Dhaka and Chittagong. However, ThyssenKrupp has 10 escalators in Sylhet.

In Sylhet, service engineer is the head of installation department. Under him, only one team is working in installation, which consists of 3 members.

In Sylhet, the company doesn't have any temporary worker installation department.

Work done by installation department in details:

- Setting up the structure inside the shaft with bamboos and ropes from bottom to top floor
- Attaching brackets in the wall in each floor for railing
- Grounding the rails from bottom to top floor
- Assembly of the elevator begins:
 - First putting up the jamb
 - Then door
 - The whole body

- Final welding begins
- The motor gets installed in the machine room
- Rope gets attached with the lift
- Speeding of the lift begins

Total installation time is around 50-90 days (depends on the number of floors). After the installation is done, the company provides 18 months of warranty for the lifts.

SERVICE DEPARTMENT:

Service & Maintenance Department provides the monthly maintenance support and spare parts installation during major breakdowns.

Service Department in Dhaka:

In Dhaka, the company has 2 Assistant Managers in the service department. One of them (Md. Jamal Hossain) is the head of whole department and supervises the work of all other employees down in the hierarchy.

There are 2 separate sections in the service department in Dhaka. These are -

- 1) Breakdown/Call Back
- 2) Customer Care Service

For **Breakdown/Call Back**, the other Assistant Manager (Anwar Hossain) is in charge. He has 1 service engineer and 2 service technicians as his subordinates.

For **Customer Care Service**, service coordinator is the head. Under her, she has one call back executive and 3 service engineers. There are a total of 5 servicing teams consisted of service technicians who works under those 3 engineers.

Normally it takes 2 service technicians to service one lift a day. That is why four of those five teams have 2 service technicians each. One team has 3 service technicians.

Service Department in Chittagong:

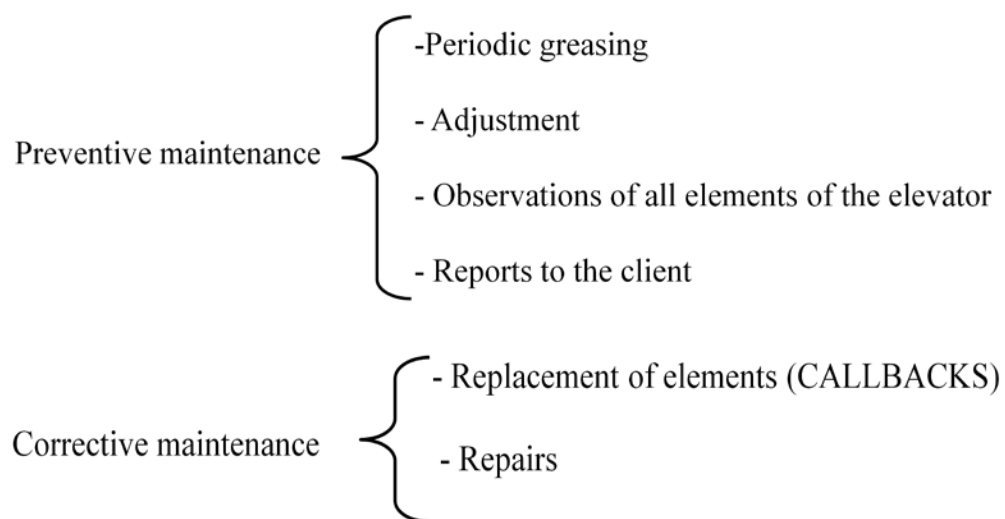
Assistant manager of service & OA is the head of service and installation department in Chittagong. He has one service engineer working under him. One service team is working under that particular engineer. The service team consists of 2 service technicians.

Service Department in Sylhet:

In Sylhet, there are 2 service engineers. Under them, 1 service team is working, which consists of 2 service technicians.

Work done by service department in details:

Monthly maintenance work is of 2 types. These are -



Type of contract: Partial Maintenance Contract

- Contracts have neither full maintenance nor oil and greasing (includes approximately 70% of usual breakdowns).
- Corrective maintenance (in some cases)
- Preventive maintenance
- Insurance.

MARKETING & SALES DEPARTMENT:

Marketing & sales department of ThyssenKrupp Elevator (BD) consists of aggressive and energetic executives and manager who are dynamic in nature and always on top of their work.

Md. Saiful Islam is the marketing manager for all three cities- Dhaka, Chittagong and Sylhet. In Dhaka, under the marketing manager, 3 sales officers are working. One of them is the senior sales officer. Dhaka branch also have 1 marketing trainee working in the marketing department.

In Chittagong, Mr. Kankan Kanti is working as the senior sales officer.

Work done by Marketing & Sales department in details:

- Planning and implementation of overall strategies.
- Extensive field work to collect inquiries regarding projects under construction
- After collecting inquiries, the department prepares and sends ThyssenKrupp's offer letters to potential clients
- If the client accepts the offer, then marketing manager sits in numerous numbers of meetings with the clients to discuss client's requirements regarding the lift. Negotiation of price is also done by the marketing manager and officers with the clients.
- If the customer decides to buy the lift, then customer has been asked to open the L/C by the marketing department
- Then after opening L/C, it takes around 90-100 days for the lift to reach at client's site.
- After the lift arrives, installation department takes over the whole procedure.

FINANCE & ADMINISTRATION DEPARTMENT:

The company has one Finance & Accounting Manager for all three cities who takes care of overall accounting and financing of the company. The manager is also responsible for overall administration of the company and he looks after employee welfare as well.

The manager has one accounts officer and one management trainee officer working under him.

The finance & administration department is responsible for HR activities as well, as there is no separate HR department yet. The department takes care of overall recruitment process as well.

1.8 COMPETITIVE CONDITION, COMPETITORS & SWOT ANALYSIS:

The overall elevator industry in Bangladeshi market is very much competitive. Lots of supplier available here who imports and sells the lifts of world class brands. The overall competitive condition in BD market, condition of industry and SWOT of ThyssenKrupp elevator is discussed below:

Competitive Condition:

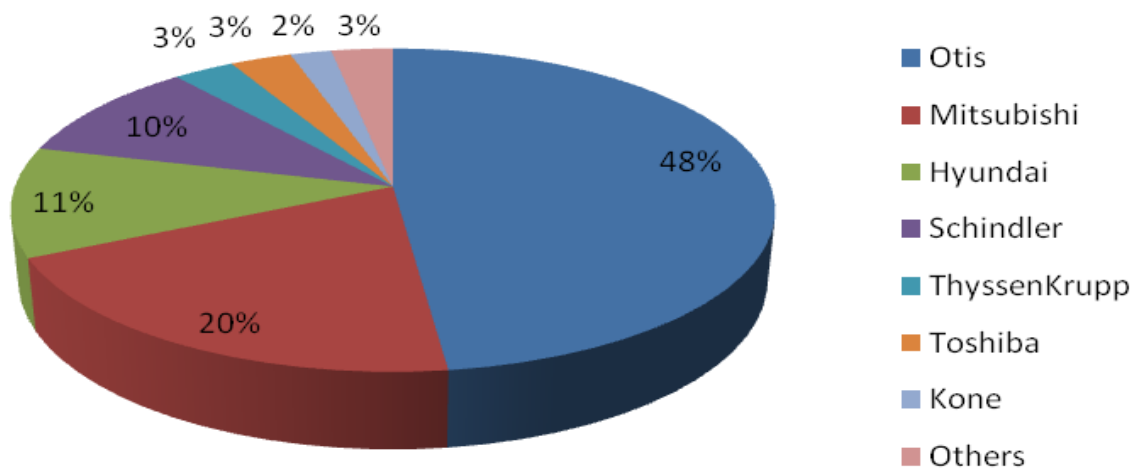
In the very beginning, only Otis (Sigma) lift used to come in Bangladesh in the early age of construction era. Maan Bangladesh ltd. was the first company to import lifts in this country, and they did monopoly business back in 90's. The company only imports Otis (Sigma) lifts. As a result, Otis elevators still have a major portion of the market. However, at present, other companies have started to import lifts of different brands, and ThyssenKrupp already established direct subsidiary in this country. It is assumed, that in the future, more multinational elevator companies will also establish their direct subsidiaries in Bangladesh.

The major brands of lifts operating in this country apart from ThyssenKrupp are:



6.1.1. Market Share:

Brand Name	Market Share	Local Distributor/Agent
1. Otis (Sigma)	48%	Maan Bangladesh Ltd
2. Mitsubishi	20%	Electromech Technical Associates Ltd
3. Hyundai	11%	Regional Traders Ltd
4. Schindler	10%	Creative Engineers Ltd
5. ThyssenKrupp	3%	N/A
6. Toshiba	3%	Shibatech Corporation
7. Kone	2%	Nagar Elevators
8. Others	3%	



Immediate Competitors of ThyssenKrupp

1. Otis/Sigma (Maan Bangladesh Ltd)

Maan Bangladesh Ltd. is one of the leading and well known engineering companies in the electrical & industrial systems arena in the country. Since its inception in 1985, the company never looked back and within a short span of time, it has proved its quality & efficiency as appreciated and acclaimed by the clients at home and suppliers abroad as well.

2. Mitsubishi (Electromech Technical Associates Ltd)

Electromech Technical Associates Ltd is the only importer of Mitsubishi Elevators from Korea. Mitsubishi Electric elevators and escalators are defined by the phrase, Quality in Motion. It's a concept that has grown out of an attention to detail that manifested in exceptional-quality products as far back as the 1930s.

3. Hyundai (Regional Traders Ltd)

The company is a total moving solution provider that supplies a full series of elevators and escalators. The company does their best to create a comfortable and convenient future through the creation of maximum movement value from their technology and experience.

Key Success Factors of Competitors in BD Market:

- Comparatively lower price
- High Quality
- Less vulnerable towards power fluctuations
- Spare Parts
- Strong Brand voltage \
- Smart Sales Force

SWOT Analysis of TKEBD:

STRENGTHS:

- Reliability and quality have been well established in Bangladesh during last three years.
- Customer support has been established for after sales services.
- Supply of Spares parts for TKE- Korea has been well established.
- Unique German engineering image.
- Widest product range
- TKEBD can offer more flexible solutions compared to other agent companies in BD.
- This subsidiary has a customer-centric approach from top to bottom, and therefore the company has very strong relationship with the existing clients.

WEAKNESSES:

- Unable to take turnkey projects of major segment (Residential) which forms 90% of the total market.
- The company hasn't been able to make enough customers understand what makes this company different from others.
- In Bangladesh, decision regarding buying elevators and elevator solution is made based on price (and ThyssenKrupp is not the cheapest).

OPPORTUNITIES:

- With the installation base of about 18,000 elevators in this market, the company can establish Multi-Brand Maintenance as these elevators are being maintained by the distributors/Agents.
- About 35 TKE China and 25 TKE German elevators are maintained by others that can be taken into ThyssenKrupp's maintenance fold provided spares are available.
- The market demand will increase due to Govt. willingness to improve infrastructures like Airport, Townships and Mass Transit Systems.

THREATS:

- TKE Prices are 15% to 20% higher than other competitors.
- The customers are flexible in accepting technical deviations.

1.9 PROBLEMS & ISSUES FACED BY THE COMPANY:

Doing business in elevator industry is always hard in Asia-Pacific for any multinationals. When it comes to Bangladesh, the situation gets harder. As a result, ThyssenKrupp Elevator (BD) is constantly going through some strategic, operational and legal problems while doing business here.

Strategic Issues:

- In Bangladesh, clients always look for the cheaper lifts as their capital investment. They also seek for the cheapest service provider for the monthly servicing of elevators. However, ThyssenKrupp is not a cheap brand and they charge premium price for the service as well. As a result, apart from some high quality conscious customers, the company ends up losing the service deals to cheap service providers.
- TKEBD wants to start multi-brand servicing [taking servicing deals of other brands]. However, some other local companies have already taken, and are still taking the servicing deals of Sigma elevators in unbelievably lower price. So, it's becoming very difficult for the company to compete in terms of price.

Company's tactic to cope with this:

- ThyssenKrupp Elevator (BD) will undertake numerous promotional campaigns very soon in order to aware the customers regarding the importance of proper & quality maintenance of their elevators & escalators. The campaigns will also represent the voltage and brand image ThyssenKrupp has around the globe.
- In order to do this properly, the company has already started the internal training workshops on "Brand Rollout" throughout the Asia-Pacific including Bangladesh subsidiary.

Operational Problems:

- **Inexperienced Workforce:** In Bangladesh, there are not specialized experienced people in Elevator Engineering. The senior engineers have well expertise. However, the technicians are not too expert on elevators.
- Sometimes ThyssenKrupp Korea provides the BD subsidiary with relatively lower quality of spare parts.

Company's tactics to cope with these problems:

- The company frequently arranges technical workshops for technicians and engineers in Korea and in India as well.
- Before a certain shipment of spare parts from Korea, the maintenance engineer goes over there, and checks on the spares first hand to judge the quality.

Legal Problems:

- **No Compromise with Compliance:** ThyssenKrupp elevator (BD) has strong orders from parent company not to take any unfair deals by bribing or something else. However, all the local agents are almost habituated by getting deals through such unfair means. ThyssenKrupp (BD) had opportunities of getting lots of government contract, however, the company had to back down from those deals because of the bribing issues of government officials.
- Korea is forcing TKEBD to make BD clients open L./Cs from one particular bank. However, the clients will only open L/Cs from bank in which they have transaction with.

Company's tactics to cope with these problems:

- To tackle the compliance issue, the company doesn't have any plans yet. Where there is such issue, the company simply backs down from other. There's no other option left.

- Regarding the L/C situation, the Director of ThyssenKrupp (BD) and marketing manager will soon fly to Korea to discuss the issues with Korean officials.

INTERNSHIP EXPERIENCE

2. INTERNSHIP EXPERIENCE

2.1 Job Description:

The company ThyssenKrupp service department needs to know about the satisfaction level of their customers and my job is to collect this customer feedback. I need to go every customer for taking this feedback. I have made a feedback collection form to take this information from customers. In this elevator business there are currently twelve to fifteen competitors available and some are so strong in the market with high rate of market share. So, it's hard to do business without any core competencies. ThyssenKrupp has excellent product quality but it's not enough to survive only with the quality without strong after sale service. For this reasons they have strong service team in the market. Now they need to know how their service team is performing in the field level. That's why I was assigned to collect those data directly from the customers. So, the job is basically collect the data about the after sale service provided by the technicians or engineers from the customers.

2.2 Major Responsibilities:

I was assigned to work in the service department of the ThyssenKrupp. My job in ThyssenKrupp is based on collection feedback from customers and client about the after sale service. My main job is to go to the different sites of the company where the company's elevators are sold and collect the feedback of the customers about current service quality. Basically I have to collect the information about product's quality, technician's efficiency, quality of the service delivered by the technicians and engineers. It was also my duty to provide information about the new service related updates and features like the company newly introduced Call Center, Database system called VIEW and Service Log Book for each and every elevator. Sometimes I had to use the database system to put the information about the complaints comes from the customers for the further actions.

2.3 Personal Observation

- The work that the service department does is very much correlated. So they believe in team work and maintain the time schedule very strictly.
- When I need to go outside I have to go with the service team like with the technicians or engineers, those were friendly and helpful.
- Every work here checks in two to three steps. So if there is any mistake or miscommunication, it comes forward to another person. When I had done my work, it was checked by my immediate supervisor also.
- I found the working environment very friendly also. Everyone helps one another in doing their work. I got very much help from my supervisor and other seniors also.
- The interns get every kind of help from the organization. Actually, they give the chance to work together in a team.
- In ThyssenKrupp, there is no personal room for any employee except the top level employee. It is a unique thing that I got in ThyssenKrupp. Everyone works in a team and the team works in a big table. In a table, there works Manager, Assistant Manager, Officer and intern also. In this case, everyone is getting a chance of sharing the experience and getting a chance of being ready for the next position.
- The organization believes in fixed working hour. Every day, the employees have to work 8 hours by the schedule time. The organization prefer from 9am to 5pm. This fixed working hour gives confidence and satisfaction to the employees. They have no fear for overtime duty after five.

Customer Satisfaction Level of After Sales Service

3.1 INTRODUCTION

Rapid urbanization is a thriving process in Bangladesh, as it is one of the most densely populated countries in the world. Around 25% of the land of Bangladesh is used for human settlements and other related issues for 30 million urban population.¹ This enormous urbanization and booming housing projects have given rise to a growing elevator industry in this country with numerous market potentials. According to an article published in The Daily Star, around 100 companies are operating in the elevator business, but only half a dozen of them go by safety regulations and security measures while selling and servicing elevators.

Beside the sales of elevators, major revenue of elevator companies worldwide, including Bangladesh comes from the monthly maintenance and servicing of elevators. After sales service and maintenance is considered to be the core business in this industry. Apart from direct foreign subsidiaries and suppliers, there are some small independent companies who provide lower class services in a very cheap rate. Quality of the service is a major determinant of brand loyalty and future retention for any service industry including elevator industry.

All the suppliers and subsidiaries in Bangladesh provide one year of free after-sales servicing and 18 months of warranty. Normally, clients are suppose to decide on choosing an elevator company for servicing based on that company's performance during free servicing period. If the company provides good service, then customer satisfaction will grow, and as a result, the client will become more "brand loyal" and would like to continue with that particular company. However, in Bangladesh there are very few companies provide standard service, because there are no monitoring systems. According to the DGM of Aziz & Co, Mr. Ashok Kumar Kundu, *"There is neither a system to monitor the activities of such scrupulous traders nor any standard set by the government regarding the sale and use of elevators."*²

In the real estate scenario of Bangladesh, lot of companies (not all) seek short term profitability and lack a long term vision. This is the reason why, most of them don't want to spend too much

¹ Milan, S. R. (Dec 8, 2006). **Real Estate, Housing & Construction Industry in Bangladesh in 2001 & Beyond: Scope and Prospects. 2nd paragraph.** *Real Estate in Dhaka City*. Retrieved from <http://dhakarealestate.blogspot.com/>

² Rahman, S. (March 20, 2009). Shady business shadows promising elevator market. 3rd paragraph. *The Daily Star*. Retrieved from <http://www.thedailystar.net/newDesign/news-details.php?nid=80449>

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in buying and servicing the elevators for their different projects. Sometimes, higher price charged by reputed elevator companies prompt the building owners to divert towards cheap service providers. While diverting, the owners don't even think about the quality service these reputed companies are going to provide in exchange of a higher price. They just seem to be happy by spending less on maintenance.

ThyssenKrupp is a German multinational elevator company, and the only foreign subsidiary in this industry. The company is providing Bangladeshi clients with premium quality lifts and after sales service and consultation. This research will try to find out, what is people's perception regarding ThyssenKrupp's service and where they see ThyssenKrupp's service compared to other service providers, and whether this service is creating any customer satisfaction and brand loyalty, or clients will simply refuse to take ThyssenKrupp's service after free maintenance period just for the pricing issues.

3.2 OBJECTIVES OF THE STUDY

The general purpose of this research is to find out, whether service quality is linked with brand loyalty and future retention of the service or not. The specific objectives of this research will include the followings-

- To identify whether ThyssenKrupp's service generates more client satisfaction or not compared to others
- Whether customers who pay a premium price get more superior service, and as a result more satisfied than others who do not pay a premium price or not
- To identify whether there is any association between customers decision of future retention of service and the monthly service charge they pay
- What type of brand loyalty customers have on ThyssenKrupp and whether the actual service quality effects brand loyalty or not.
- To identify the customers problems in the project they might face rapidly
- To know the customers major complains and concern or suggestions for improving the current service
- To know the timeline the customer will take service from ThyssenKrupp

3.3 SIGNIFICANCE OF THE STUDY

This research is of great significance to the company itself. Importance of this research can be understood through the following reasons-

- ThyssenKrupp elevator (BD) is now in the process of preparing an overall business plan for Multi-Brand Maintenance service in the future. This multi-maintenance includes servicing of other brands (Otis, Schindler, Kone, Mitsubishi, Hyundai, Toshiba etc.) in the market along with ThyssenKrupp's own elevators. Before the company starts servicing other elevators, it is very important to understand client's perception regarding the service of ThyssenKrupp's own elevators and what type of services clients are actually looking for. This research would be a perfect way to find out the info, and it will help to device perfect strategies for multi-maintenance business in the future.
- In Bangladesh, elevator industry is still considered as an off-track sort of industry, but it is growing and it has good market potentials. As it is a service based industry, and comparatively new, this type of research is really essential in order to understand the desired service quality of customers and how the companies can provide a better quality service that will help this industry to set a standard that can be the benchmark for every company.

3.4 Background:

Around the world, ThyssenKrupp's customers can count on our comprehensive and, above all, fast service. ThyssenKrupp look after machines and plants throughout their entire life cycle and, as a result, reduce operating expenses in a lasting manner. If requested, ThyssenKrupp can offers 24/7 service for individual machines or project.

Through inspections and online monitoring (VIEW), as well as preventive maintenance, ThyssenKrupp know the exact status of a given plant or project. This allows maintenance work and plant stoppages to be planned precisely. The necessary spare parts are to hand and can be installed quickly.

ThyssenKrupp is thankful to their permanent support team, because customers benefit directly from technical progress. Their latest findings in the field of research and development constantly flow into the machines and plants that we service. A modernization project, for instance for the purposes of automation, conversion or refurbishment, ensures a longer service life and increases the availability and cost effectiveness of the plant.

Elevator service includes monthly Preventive Maintenance (PM), Call Back and Repair. Recently govt. regulations require that an elevator should be maintained or serviced by a professional service company with appropriate qualifications of technical skill, engineering support, management process and business registration. The company must also follow the government requirements for service delivery.

Benefits of professional and routine maintenance

- Ensure elevator's safety and reliability for a long time and the building usage with high efficiency, in order to build good environment
- Effectively prevent or reduce shutdown frequency and accident, etc. and finally save the maintenance cost for customers
- Prolong Elevator life-span, provide added value to customers' investment

ThyssenKrupp provides professional maintenance offering for customers:

- Preventive Maintenance (PM)
- Call Back
- Repair

ThyssenKrupp Maintenance Solutions:

By professional and comprehensive preventive maintenance services, ThyssenKrupp guarantees the elevator's safety and efficiency and provide added value to customers. ThyssenKrupp have the largest and most professional direct service team in the industry. All of our service staff is ThyssenKrupp direct employees who receive ThyssenKrupp strict training. Our service network covers more than 100 cities. There we are well placed to design a maintenance program that meets customers' needs and the need of the equipments.

ThyssenKrupp Service Benefits:

- Safety first
- ThyssenKrupp global elevator and escalator maintenance process providing only service standard in the elevator industry
- Quick response to daily callback
- All parts are ThyssenKrupp authorized with high quality
- Global experienced elevator experts and trained engineers
- Preventive maintenance and repair solution are convenient for customers to make arrangements in advance
- Provide modernization solutions which are in line with government latest standards and advanced technologies in the industry
- Customer service management; promise service excellence

Service Excellence:

At ThyssenKrupp, the customer service follows the standard working procedures so that service quality can be measured from every aspect. It is Service Excellence that guides how we work with one another and how we work with our customers and the riding public.

Service Excellence is one of the core values that all ThyssenKrupp people commit to. It's also ThyssenKrupp company culture which aims to providing the customers with value added service and perfect customer experience.

ThyssenKrupp believe that service excellence begins with each employee's commitment to improve his daily work. By keeping an “at your service” attitude and striving to exceed our customers' and ourselves expectations, we are working hard to become a benchmark for superior service—not just for elevator companies, but for all companies worldwide

ThyssenKrupp Service Elements:

- VIEW
- Call center
- PM(advanced)
- Service Log Book

3.5 Research, Findings & Analysis

The “survey research method” is the basic design for this research. The respondents who participated in the survey are the clients of ThyssenKrupp Elevator Bangladesh. However, not all clients are the respondents. Only the clients with the “Lift is Running” status are the actual respondents for this survey, because clients with “Under Installation” or “Under Shipment” status haven’t experienced the service yet.

The wording of the questionnaire is sort and simple, and easy to understand. The time required to interview each respondent actually depended on the knowledge and user experience of the particular respondent. The overall data collection process took 7 weeks. Some sample questions for this research are in the following: [the complete questionnaire is available in the appendix section along with the number of respondent voted for a particular option]

1. Which one you think the most important attributes while choosing a company for servicing your elevator?
 - a. Price
 - b. Quality of service
 - c. Durability
 - d. Warranty
2. How much satisfied you are with the services of ThyssenKrupp?

Extremely satisfied 7 6 5 4 3 2 1 Extremely dissatisfied
3. What price you’re currently paying or going to pay (if you’re under free maintenance period) each month for ThyssenKrupp’s monthly service & maintenance?
 - a. Less than 3000
 - b. 3000-3400
 - c. 3500-3900
 - d. 4000-4400
 - e. 4500-5000

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For the following questions please mark your answer according to the degree of your agreement – for example:

(1 = Strongly disagree) (2 = Disagree) (3 = neutral) (4 = Agree) (5 = Strongly agree)

S/N	Questions	1	2	3	4	5
1	ThyssenKrupp manages spare parts in quick time according to the need					
2	ThyssenKrupp's call back maintenance provides long term durability of elevators					
3	I won't let go ThyssenKrupp's service even if other companies offer me a lower service charge					
4.	This company will definitely consider purchasing ThyssenKrupp for any future projects.					

Sample Design:

- ThyssenKrupp currently has 205 clients, and sold 350 elevators and 11 escalators so far. Among these 205 clients, 144 are under the status “Lift is running”. Among them 100 clients provided the database for this research.
- Among these 100 clients, the actual respondents were the project engineer or the managing director and the persons who are involved with lift purchasing and look over of lift maintenance.

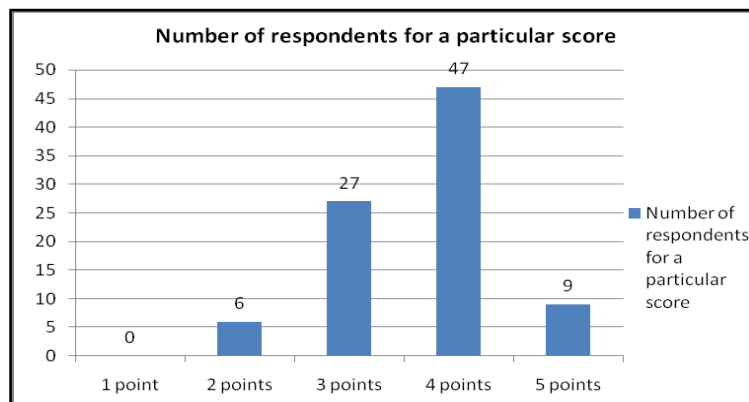
Data Gathering:

- The survey was conducted by visiting the location and by telephone calls in few cases.
- The marketing manager of ThyssenKrupp has the full details and contacts of managing directors and project engineers of the client companies. He arranged all the meetings with the respective persons for the survey.
- The overall data gathering process took a total of 4 weeks.

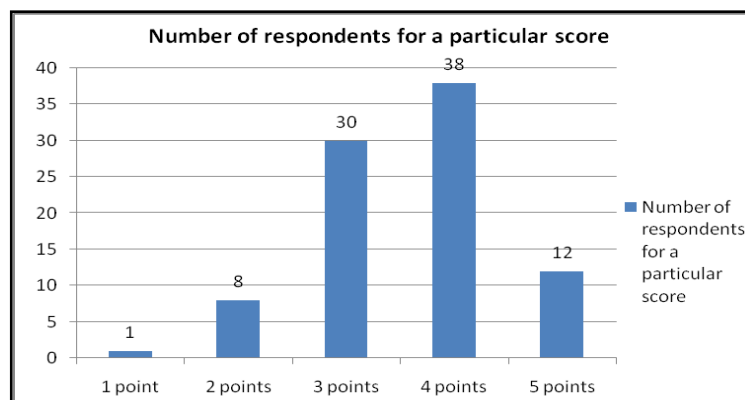
Graphical Representation:

I have made some graphical chart to understand the difference between ThyssenKrupp and its competitors. Some of the questions respectively represents ThyssenKrupp's overall score and competitors overall score given by the clients. Some of the question's words and formats are not same with the main questionnaire for collecting the feedback easily. This graphical representation will show direct comparison between ThyssenKrupp and competitors after that it will be clear, whether ThyssenKrupp is better or not.

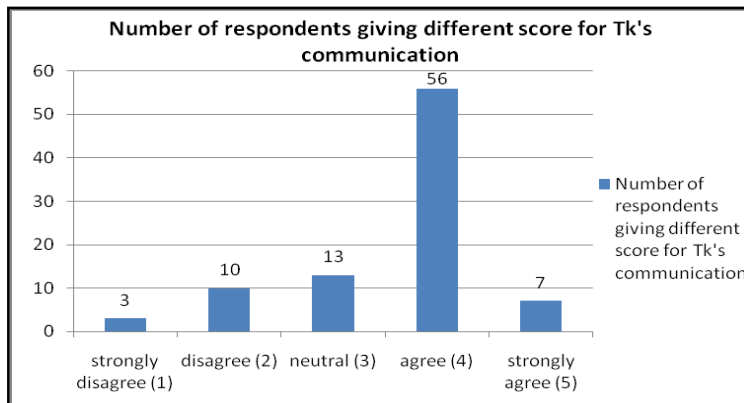
- *How much you'll give ThyssenKrupp for their service on a scale of 1 – 5?*



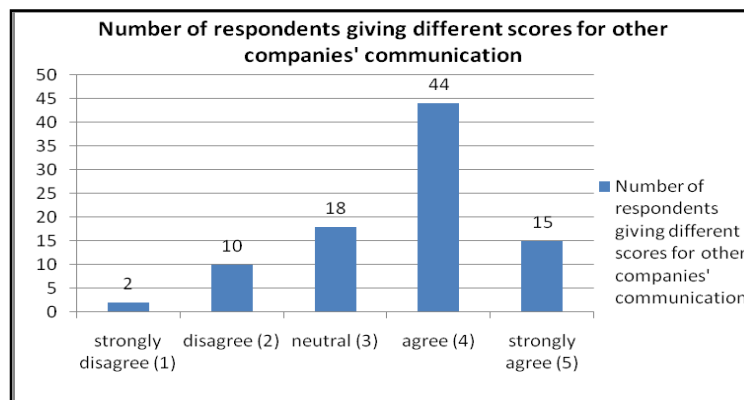
- *How much you'll give other companies for their service on a scale of 1 – 5?*



- *ThyssenKrupp's technicians always report to client before leaving the premise after they're done servicing the elevator*

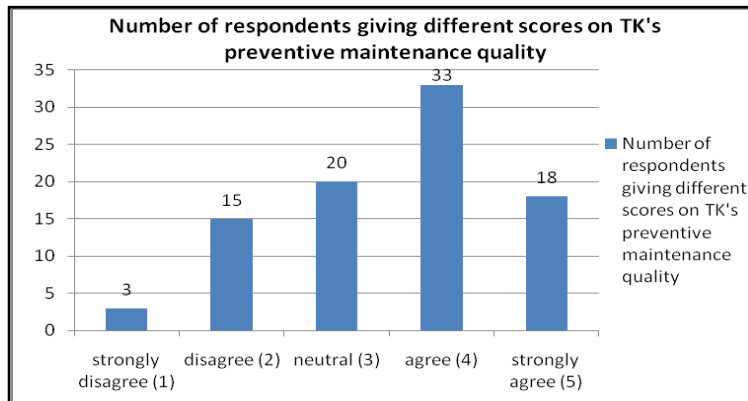


- *Other company's technicians always report to client before leaving the premise after they're done servicing the elevator*

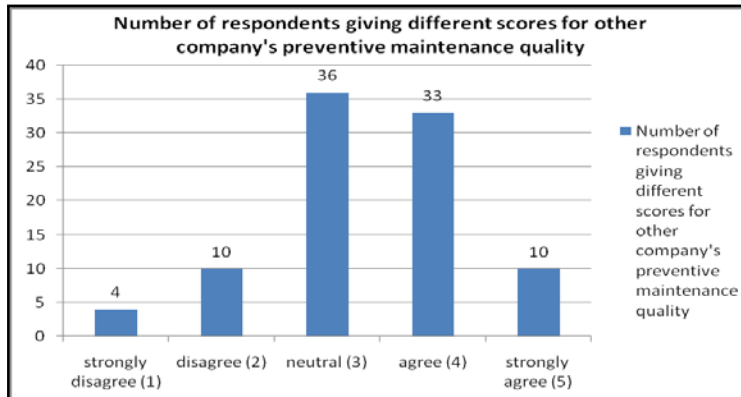


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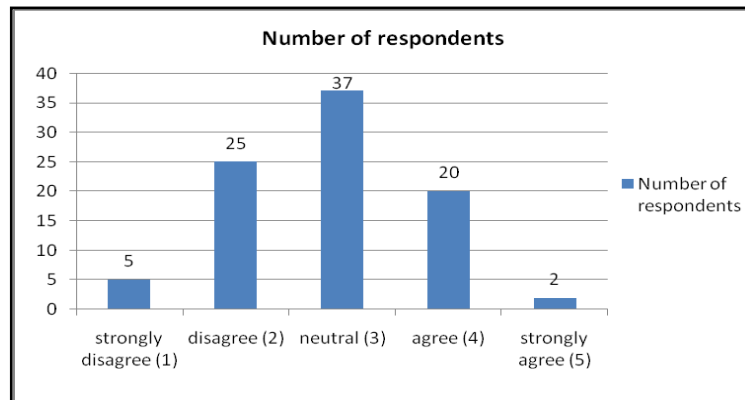
- *ThyssenKrupp not only provides oiling & greasing, but also does regular adjustments and observation of elevators parts every month.*



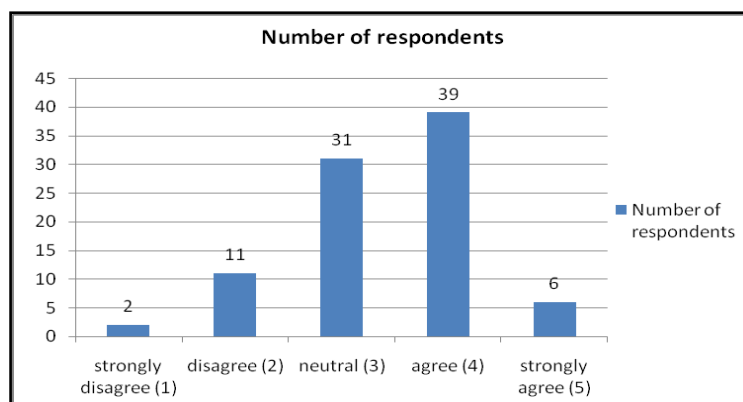
- *Other companies not only provide oiling & greasing, but also do regular adjustments and observation of elevators parts every month.*



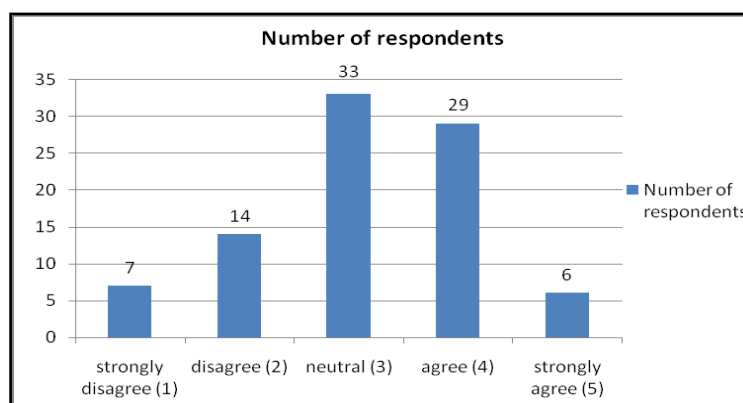
- *ThyssenKrupp manages spare parts much quickly compared to other companies.*



- *Durability of ThyssenKrupp's spare parts are longer compared to other brands*



- *ThyssenKrupp's response time during call backs is quicker compared to others*



3.6 LIMITATIONS

- One of the limitations was to get an appointment with project engineers or managing directors who are the actual respondents of this study. However, the marketing manager of ThyssenKrupp was very helpful regarding this. However, some of the data gathering got delayed because the respondent couldn't manage time.
- There are some issues that client companies would not like to disclose. For example, the variable 'income' was been very beneficial for this study. However, this variable couldn't be included in the study, because clients will have restrictions regarding disclosing this type of personal info about the company.

Data gathering will required a lot of travelling from one place to another place. It was time consuming, costly and obviously tiring.

3.7 RECOMMENDATIONS:

Based on the “Findings & Analysis” section, some major recommendations for ThyssenKrupp’s service business is given below:

Recommendations Regarding Improving Service Quality:

ThyssenKrupp hasn’t been able to differentiate its service from other local companies [this is according to the customers]. Since the company charges a premium price for the service it provides, the company should strive towards making an image, which will make them stand apart from other competitors. The major recommendations regarding improving ThyssenKrupp’s service are:

- **Involvement of SEED Campus & ITS:** SEED Campus & ITS are 2 of ThyssenKrupp Elevator’s own training institutes for Asia-Pacific and European region respectively. Though other countries of Asia-Pacific are getting the training advantage of SEED Campus, Bangladeshi subsidiary is not under the SEED Campus yet. TKEBD’s engineers and technicians do get training from Korea and India. However, those training are providing by only the senior engineers of India and Korea. If Bangladeshi engineers can have SEED Campus directly involve in their training, then technical expertise and skills of Bangladeshi engineers will be more sharpened. As a result, they will be able to provide more flexible and quick solution to client’s problems, therefore increasing the overall quality of service.
- **Proper Distribution of Service:** ThyssenKrupp has 150 elevators under servicing deal in Dhaka city. The company also plans to take around 50 sigma elevators this year under multi-brand maintenance division. So, the total number of elevators under maintenance in Dhaka city would be around 200. However, there is no proper or exact distribution of service for those elevators. Instead of having certain number of technicians working permanently for certain number of lifts under certain zones, different technicians go to different zones at different

times without any organized plan. So the distribution of the technicians or engineers should be proper and effective way.

- **Having Customer Care Points at Different Zones for Quick Responsiveness:** According to the number of lifts and distribution of service personnel in different zones, it is recommended that, TKEBD should have at least a total of **6 customer care points** in whole Dhaka city. During call backs, the engineers are dispatched from corporate office at Kawran Bazar. Sometimes it takes 2 - 2.5 hours to reach the site, and customer already gets annoyed. So, having engineers seated at different customer points will decrease the response time, which is very important. The target should be to reach the site within 30 minutes of the call.
- **Technicians Shouldn't be Moved Around:** A particular service technician should always be in a particular area servicing certain particular lifts. By not moving technicians from one place to other, a stable workforce will be developed and the workforce would be competent, productive and efficient.
- **Improvement of Inbound Logistics & Inventory Management:** The inbound logistics of ThyssenKrupp is not up to the mark and the logistics should be improved. ThyssenKrupp needs to improve the management of their inventory efficiently. Sometimes they run out of inventory and clients have to wait.

Recommendations Regarding Service Charge:

According to the analysis of hypothesis-2, the more customers pay, the more satisfied they are with the service. So, naturally ThyssenKrupp provides comparatively better service to customers who pay more. It is very obvious that, you get what you pay for. However, providing different quality service to different clients can hamper the overall brand image of ThyssenKrupp. In this regard, the recommendations should be the followings:

- **Should Simply Get Rid of Cheap Clients:** ThyssenKrupp should simply get rid of clients who cannot match ThyssenKrupp's requirements, not by even a small

margin. ThyssenKrupp's motto is to provide premium service, and the company shouldn't change the motto just for the sake of having some cheap clients.

- Should charge more for callbacks from clients who want to take service after 2 months instead of taking it in each month.

Recommendations Regarding Long Term Future Retention of Clients & Increasing Client's Brand Loyalty:

- **Proper Branding:** Branding needs to be done properly in order to justify the premium price, and some brand promotional activities will also be important in order to make the differentiation of both product and service more understandable to the customers.
- **24/7 Customer Service:** In the service business it is very important to provide 24/7 servicing facility to the customers. ThyssenKrupp should also start providing 24/7 service. However, extra charge should be made for callbacks after 12am, after the free servicing period of 1 year gets over.
- **Periodic Inspection for Safety (PIFS):** This should be ThyssenKrupp's Exclusive Annual Maintenance program. This will be an annual daylong overall servicing day for lifts for each client, which will be conducted free of cost. This event should be hugely branded, and this will be an appreciation showed by the company towards the clients.

CONCLUSION

4.1 CONCLUSION:

According to the overall analysis of the topic, it is conclusive that, ThyssenKrupp Bangladesh hasn't been able to differentiate its overall service from other local agent companies, as ThyssenKrupp's service is still as same as others. However, the clients who pay a premium price, they are enjoying the highly supreme service of ThyssenKrupp. Clients who pay premium price are really satisfied with ThyssenKrupp's service, and their loyalty towards the brand increases as their satisfaction level increases. On the other hand, the clients who pay cheap or medium price (not premium) have thoughts of getting rid of ThyssenKrupp's service if the company starts charging more in some point in the future.

At this point, ThyssenKrupp's prime focus would be to have a more articulated plan for overall service business, and to improve the flexibility of their technicians while they are providing the actual service. A good supply chain procedure for inventory should also be the focus of the company. Putting an end to the business with cheap customers will give the company opportunity to focus more of premium customers in a long term basis. The company should focus more on branding to let the customers know what type of brand voltage this company carries around the world, as the competition is getting much fierce day by day.

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