

# PMI Adelaide Chapter Monthly Event - Schneider Electric Site Tour

16th September 2014



# Agenda

1

Schneider Electric – Our Identity Card

2

New ways of leading and cultivating teams

3

Challenges of Projects in the context of multiculturalism and multiple geographical locations

4

Creating Loyal Customers To Boost Profitable Growth

5

Wrap-up & networking

# Schneider Electric - Our Identity Card



As The Global Specialist in Energy Management™,  
Schneider Electric makes Energy Efficiency a reality, today.

# How do we deliver on this promise?

We are:



Global



Innovative



A Solution  
Provider



Green



Reliable

We are the global specialist  
in energy management

€24 billion

sales (last 12 months)

41%

of sales in new economies (last 12  
months)

150 000+

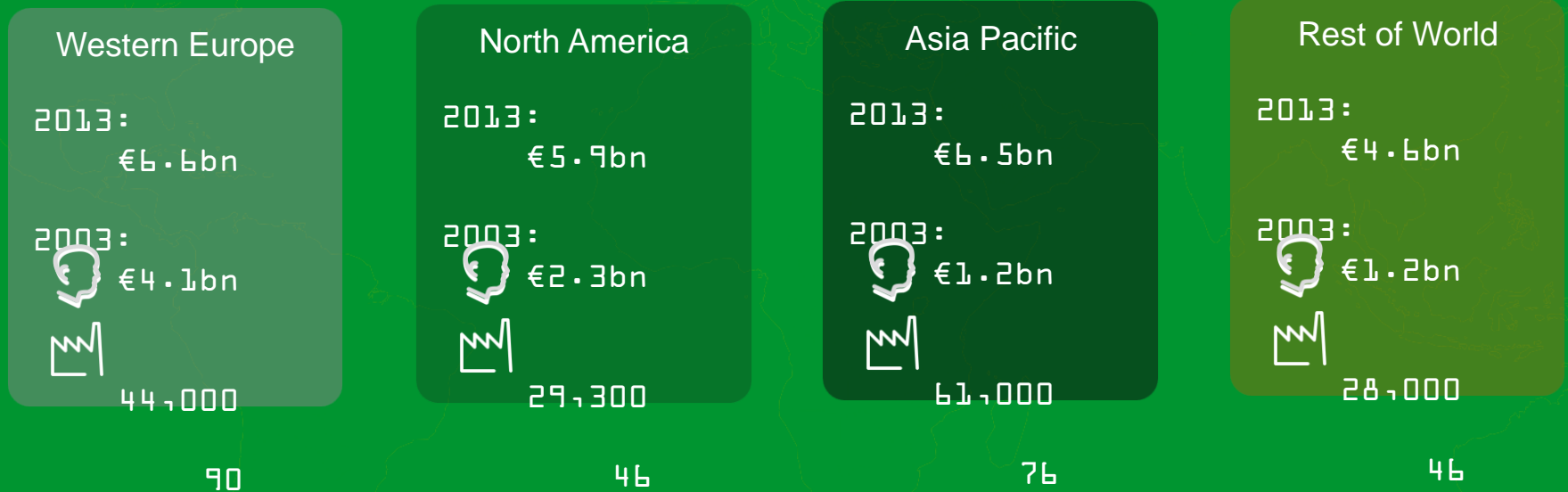
employees in 100+ countries

4-5%

of sales dedicated to R&D

*A large company, with a balanced  
geographical footprint and a commitment  
to sustainability*

# Creating a truly global enterprise, close to our customers



1. Published figures restated to reflect country-market view; Source: McKinsey Global Footprint Data Base
2. Headcount incl. supplementary staff in FTE + Delixi & Fuji JVs

# Within an innovation eco-system for a simpler and greener future

*We start today...*

Partnering with 50+  
best-in-class public and  
private organisations



**Leading global  
projects** for Intelligent  
buildings, renewables,  
nanotechnologies

Homes  
Minalogic  
Smart  
Electricity

**Boosting  
standardisation**  
Zigbee, IEC, NEMA



**Funding start-ups**  
Schneider Electric  
Venture capital fund

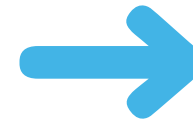
Demand  
response,  
software  
breakthrough

**11000  
R&D engineers  
70 sites in 22  
countries**

*So we can be...*



Energy  
efficient



Environmentally  
friendly



Open and  
connected



Available 24/7,  
on site and remote



# Schneider in Australia Key Facts

# 1

Market Share in



Healthcare & Life Sciences



Higher Education



Residential



Data Centres



1.1B Revenue



4,100 Employees

Making energy:

- Safe
- Reliable
- Efficient
- Productive
- Green

Covering

72%

of world final energy  
consumption

up to  
30%  
energy saving



# New ways for leading and cultivating teams

16th September 2014

Irina Lindquist

Offer Manager, Enterprise Solutions, Schneider Electric



# Project Management is about...



**A General Model of Consumer Behavior**

**Memory**

- \* Short term memory/Long term memory
- \* Perceptual memory

**Environment**

**Perception process**

- Perceived elements
- Perceived elements
- Perceived elements
- Perceived elements

**Need**

- Physiological state
- Emotional state
- Psychological state
- Mood
- Involvement
- Intention
- Buying
- Consuming
- Role
- Move
- Buy
- Consume

**Need and target element**

- Objectives/Goals
- Moving
- Buying
- Consuming
- Moving Decision process
- Buying Decision process
- Consumption Decision process
- Post-Buying process
- Consumption process
- Post-Consumption process

**Possession state**

- Time
- Money
- Owned items

**Satisfaction/Disatisfaction measure process**

- Satisfaction level

**Physical variables**

- \* Eyes color
- \* Hair color
- \* Weight
- \* Etc.

**Demographic variables**

- \* Age
- \* Gender
- \* Occupations
- \* Education
- \* Income
- \* Marital status
- \* Languages
- \* Religions
- \* Etc.

**Psychological variables**

- \* Values
- \* Attitudes
- \* Beliefs
- \* Personality
- \* Self-concept
- \* Opinions
- \* Etc.

**Social variables**

- \* Cultures
- \* Sub-cultures
- \* Social classes
- \* Reference groups
- \* Life cycle
- \* Etc.

- 
- The screenshot shows the Microsoft Project Editor interface. The title bar reads "Project Editor - D:\work\views\NetData\Engineering.sdx". The menu bar includes "File", "Edit", "Insert", "Format", "Project", and "Help". The toolbar contains various icons for file operations, editing, and viewing. On the left, a vertical sidebar shows icons for "Gantt Chart", "Schedule Chart", "Load Chart", "Activity Sheet", and "Resource Sheet". The main workspace is divided into a task list on the left and a Gantt chart on the right. The task list shows a hierarchy of tasks with their durations. The Gantt chart displays these tasks as horizontal bars, color-coded by category: Conceptual (black), Planning and Control (dark blue), Site Assessment (light blue), and Scope Definition (dark blue). Resources are assigned to tasks, with names like "Project sponsor", "Project engineer", and "Project engineer-Discipline engineer" appearing next to the bars. The timeline at the top of the Gantt chart shows weeks from January 2004 to February 2004. The status bar at the bottom left indicates "Ready".

# Project Management is about...

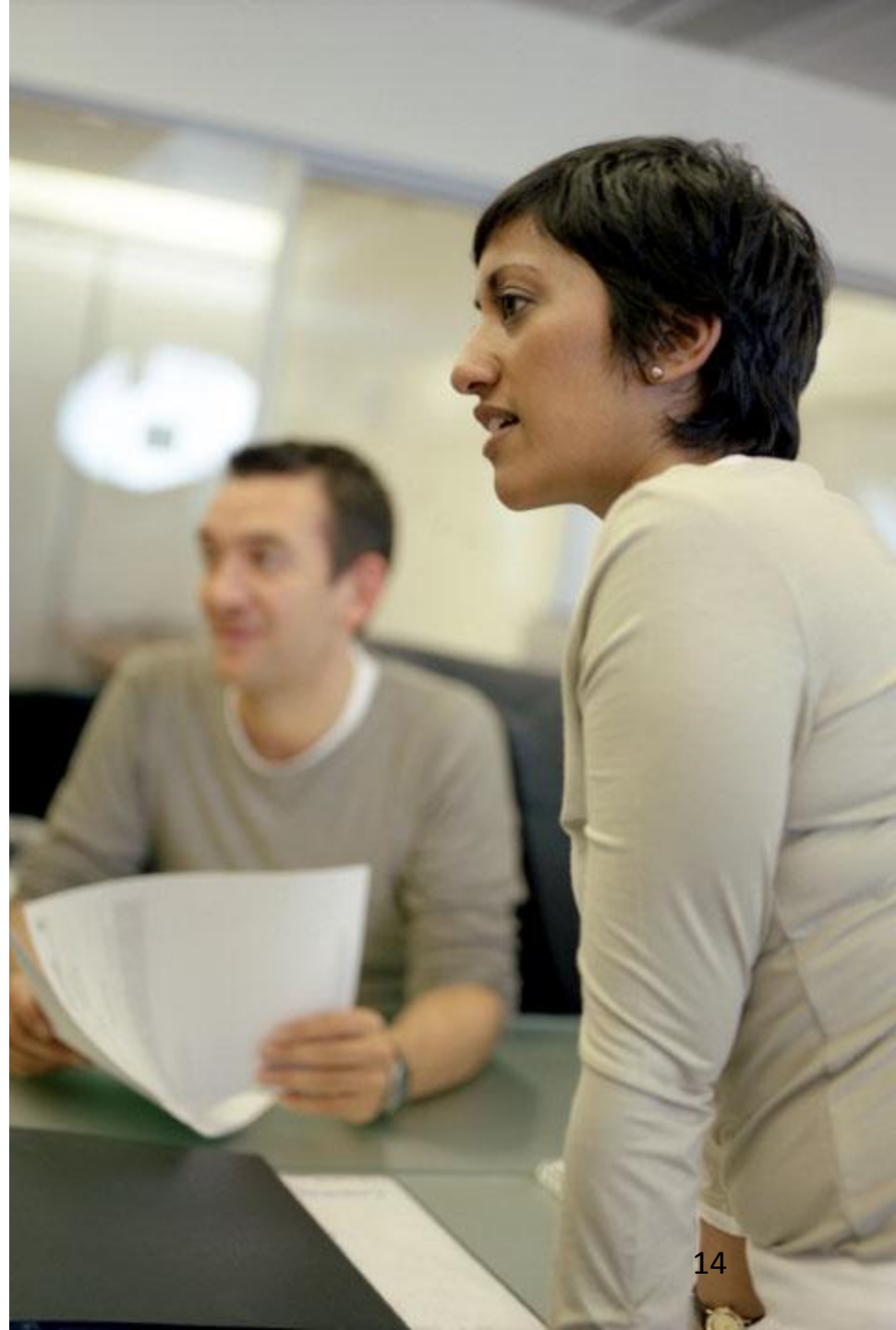
## LEADERSHIP



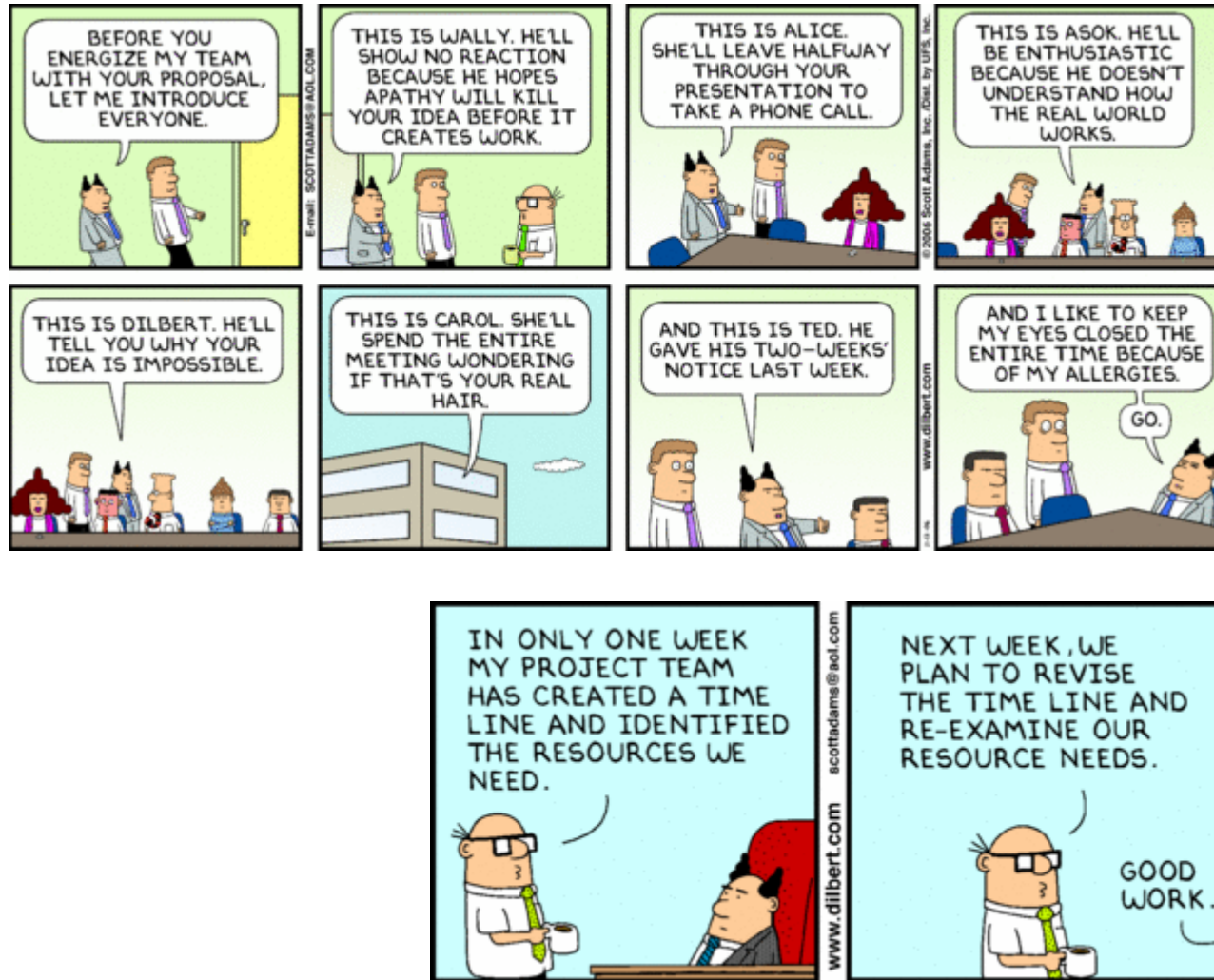


# Project leadership

- Successful projects rely on high performing teams.
- High performing teams are a result of people ability to integrate knowledge, skills and capabilities with the a sense of belonging and understanding of joint purpose.



# Project leadership is about...



# Project leadership is about...





A photograph of four people in an office environment. A woman with short dark hair, wearing a black blazer, stands in the center, leaning over a desk. She is looking down at a document held by a man in a green button-down shirt. To the left, a woman with long brown hair, wearing a brown cardigan, is also looking at the document. In the foreground, a man with short brown hair, wearing a blue and white striped shirt, is looking at the document. The background is slightly blurred, showing office equipment like a computer monitor and a desk lamp.

Project leadership is about managing team dynamics, engagement and commitment

# Project leadership relies on people & culture

Ability to  
understand the  
big picture

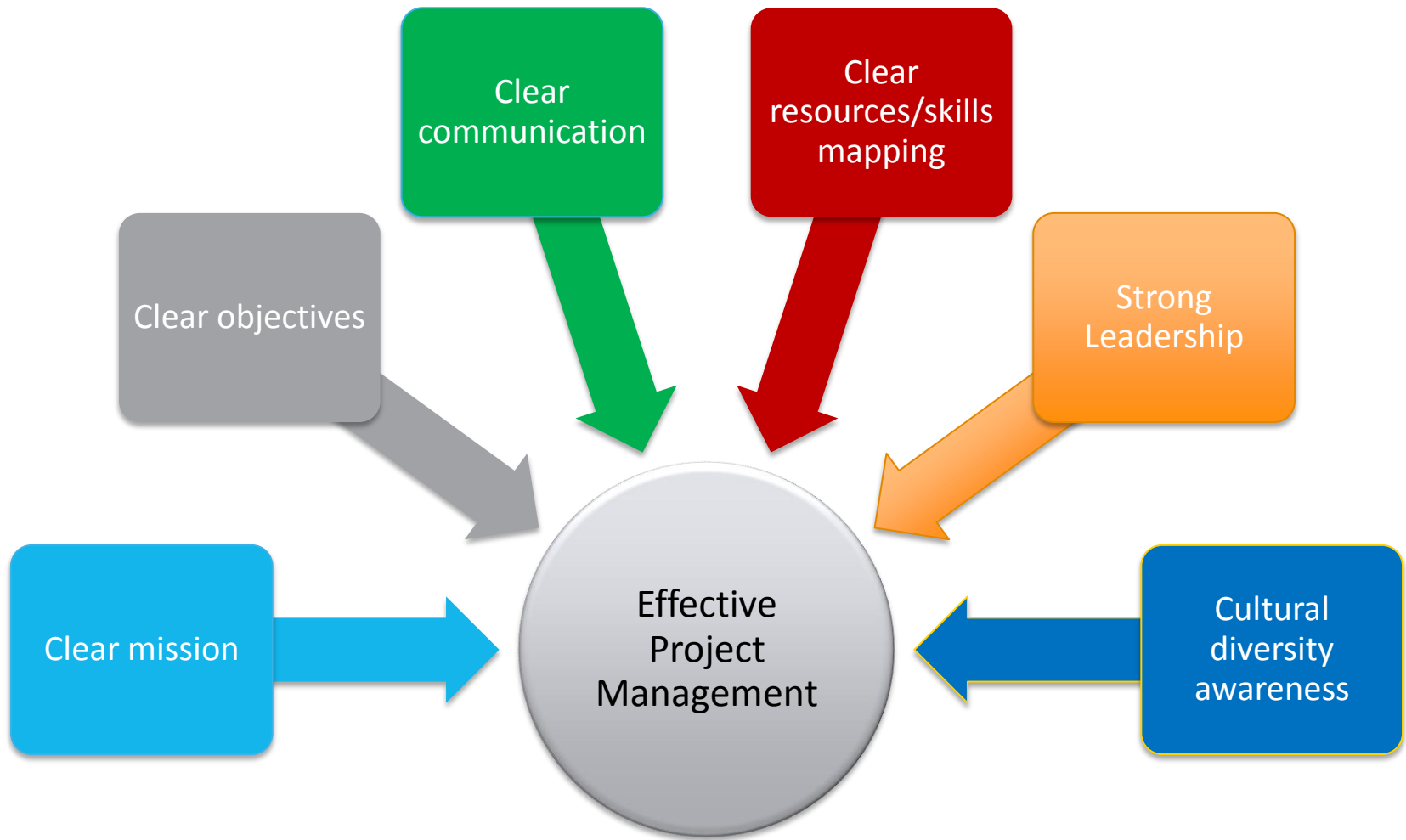


Gaining  
commitment &  
engagement



Allow creativity  
& positive  
thinking



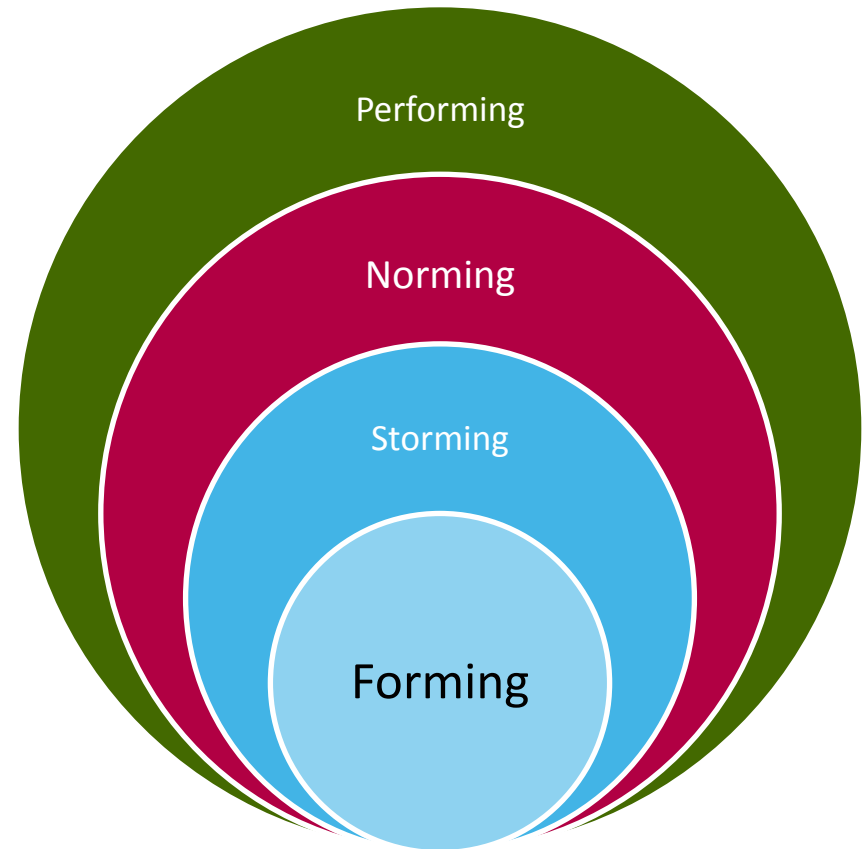


Successful projects incorporate dynamics from leadership, mentorship, trust, cultural diversity and agility of communication among members



# Team development stages

- **Forming:** team members seek guidance and leadership
- **Storming:** ideas and personalities compete for purpose & voice
- **Norming:** Mission and objectives are understood and subject matter groups are formed
- **Performing:** collaborations serves a common goal



# Effective team leadership translates to...



A process and an outcome that supports a consistent performance oriented approach which maximizes your project **commercial effectiveness** and strengthens **customer satisfaction**.

# Successful Projects?

- Know the why and its impact to current and future project performance.
- Understand the persistent issues within the team and manage avoidable crisis.
- Build confidence on expected performance, improve individuals' and team commitment
- Plan and predict your resource allocation across all dimensions of the project not only for its core deliverables – the health of your team will make or break the project success.



# Lessons learned and experiences



- What happens when your best performer doesn't perform?
- How do you best manage cultural diversity?
- What is the biggest risk anyone project will encounter?

# Challenges of Projects in the context of multiculturalism and multiple geographical locations

16th September 2014

Brett McGowran





# Industrialisation

Developing VIRTUAL Team EXCELLENCE

Tuesday, 16 September 2014



# Personal Introduction

Introduction

Industrialisation

Going VIRTUAL

Cultural Divide

Project  
Excellence

Questions

Brett McGowran - Industrialisation Director



- Bachelor of Management
- Bachelor of Computer & Information Systems
- Adv. Diploma Mechanical Engineering
- Trained as Six Sigma Green + Black Belt
- 15 Yrs at Schneider Electric (& previously Clipsal)

## CAREER Chronology @ Schneider Electric

Commenced 1999 as Technical Officer (Controlgear Business)

2001- 2003 Technical Officer & Quality Manager (Controlgear)

2003 - 2007 Quality Engineer (Supply / OCP / Transfers)

2007 - 2008 Quality Engineering Manager Asia Pacific

# Contents

## Introduction

## Industrialisation

## Going VIRTUAL

## Cultural Divide

## Project Excellence

## Questions

- The Industrialisation Challenge
- Developing a Virtual Organisation
- SAFE Space for Communication and Feedback
- The Cultural Divide - Some Experiences
- Mastering Project Excellence



# Industrialisation - What is it?

Introduction

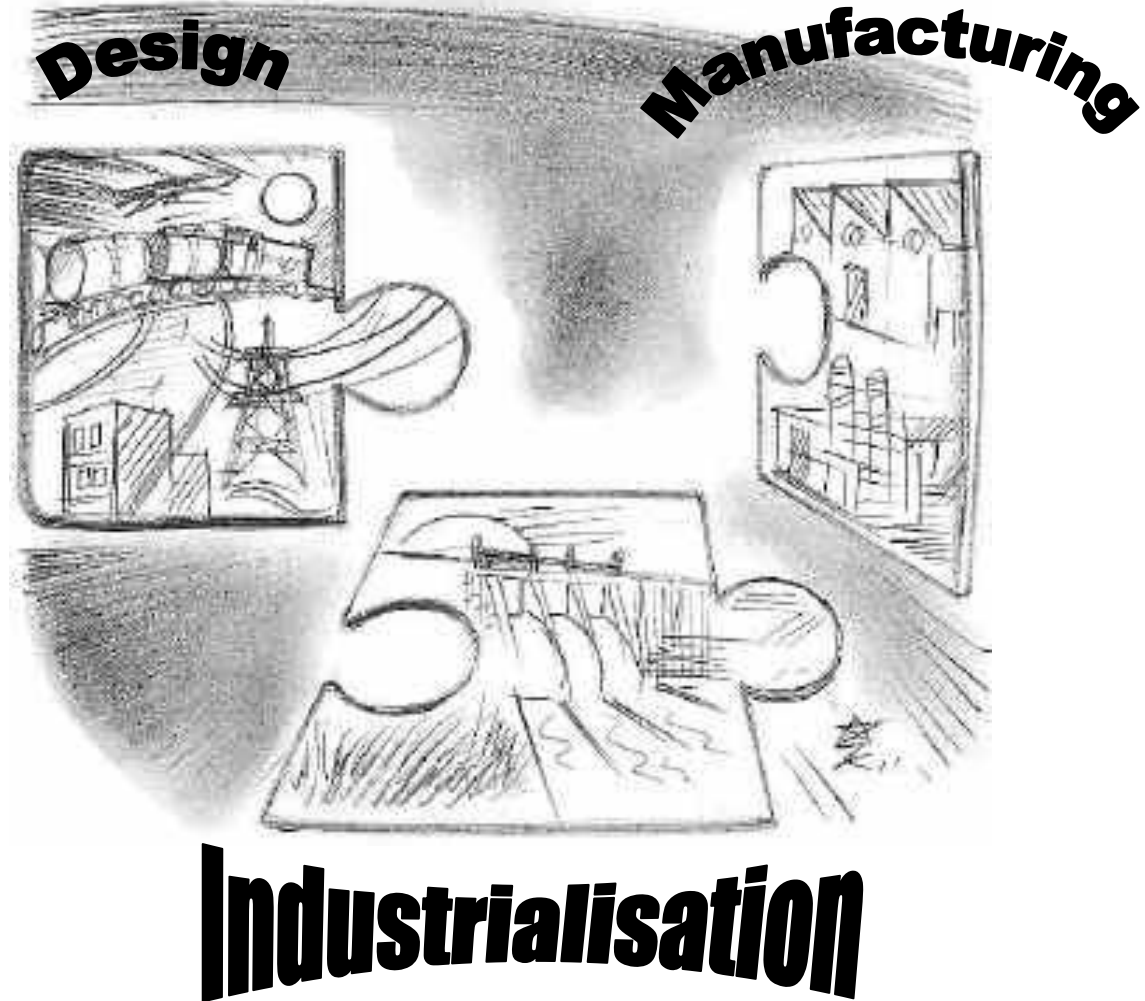
Industrialisation

Going VIRTUAL

Cultural Divide

Project  
Excellence

Questions



# Industrialisation - Team Complexity

Introduction

Industrialisation

Going VIRTUAL

Cultural Divide

Project Excellence

Questions



65 People  
2 Countries  
3 Sites  
7 Functions



Playing with 8 Countries & 8 Factories



AUSTRALIA



VIETNAM



CHINA



FRANCE



NEW ZEALAND



MALAYSIA



INDIA



SPAIN

M/ ... a S ... 's a ...  
gra

# Developing a VIRTUAL Team

Introduction

Industrialisation

Going VIRTUAL

Cultural Divide

Project  
Excellence

Questions



# Brett's Virtual Team Recipe

Introduction

Industrialisation

Going VIRTUAL

Cultural Divide

Project Excellence

Questions

## Unite



<http://groovygreenlivin.com/green-soms-unite-to-talk-about-toxic-chemicals/>

## Integrate



<http://blog.cloudbees.com/2013/12/using-weavecloud-to-integrate-apps.html>

## Optimise



<http://blog.cloudbees.com/2013/12/using-weavecloud-to-integrate-apps.html>

- Organisation Chart
- Build Vision + Mission
- Invest in Travel
- Build Relations + Trust
- **Set Expectations**

- Review Processes
- X-Geography Projects
- Create a "Better" Way
- HOSHIN Strategy Plan
- Quarterly Reviews

- Within and Around
- External Interactions
- Six Sigma Projects
- FAST and Agile
- Smarter



# Communication - we can all IMPROVE

Introduction

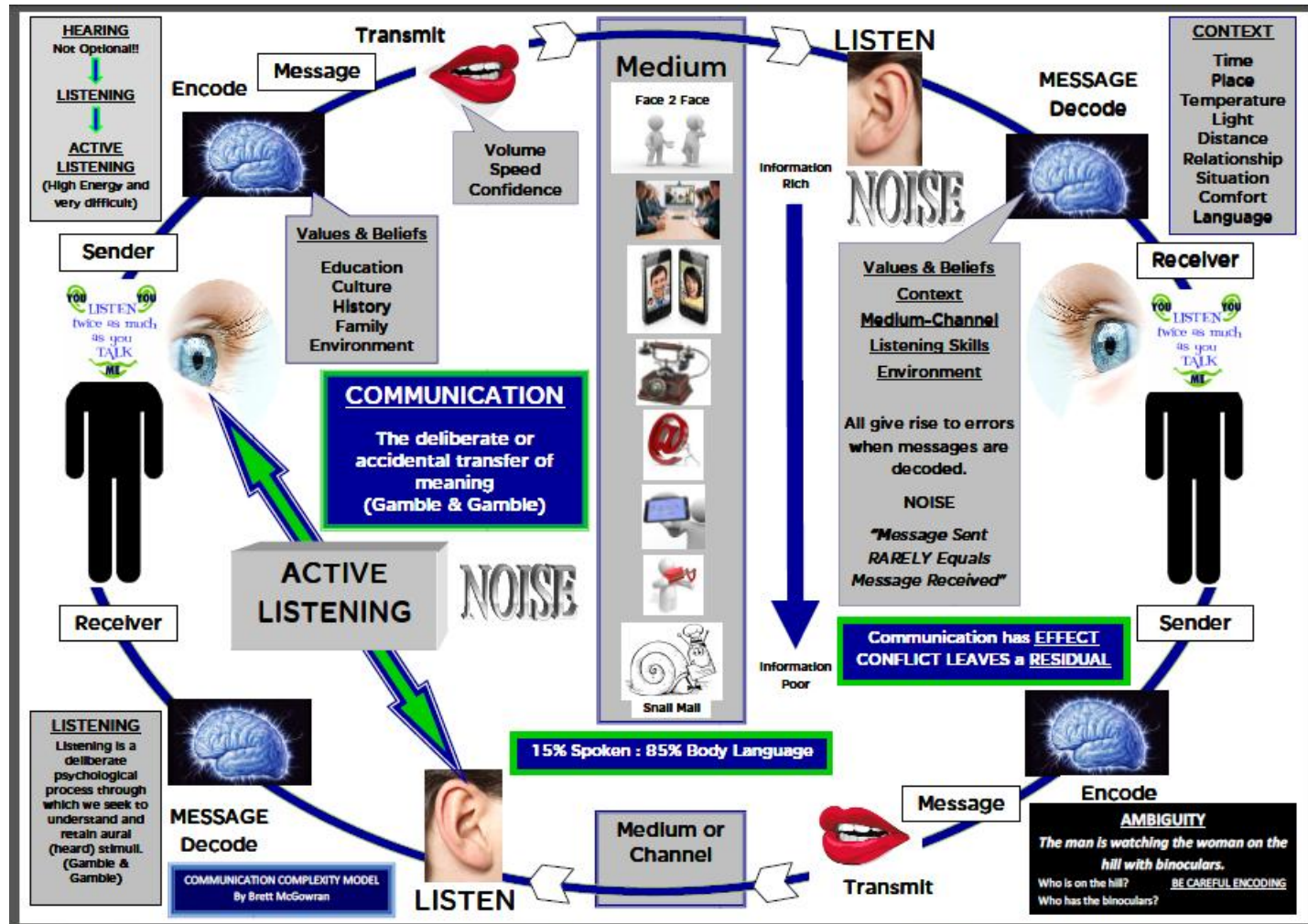
Industrialisation

Going VIRTUAL

Cultural Divide

Project Excellence

Questions





# The Cultural Divide is the Funny Side

Introduction

Industrialisation

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Cultural Divide

Project Excellence

Questions

- World Cup Soccer Shop
- Brett needs a Chinese name
- Cheap Bombs Wanted - any condition under \$500
- We scrapped it - try herding cats.
- Conflict Avoidance - the Quality debate
  - Create a "Safe Space"
- Saving Face
  - Preserve Integrity Publically - Shield them
  - Resolve matters Privately
- "Any Questions?" is the only wrong

# VIRTUAL Project Excellence

Introduction

Industrialisation

Going VIRTUAL

Cultural Divide

Project  
Excellence

Questions

Plan



<http://www.g2i.com.au/news/have-your-say-regional-growth-plan-implementation>

Organise



<http://hypervocal.com/toys/2012/how-to-destroy-the-universe-with-dominoes-and-basic-physics/>

Lead



<http://andycore.com/leadership-speakers-assistance-cale-leader/>

Control



<http://www.asphaltandrubber.com/racing/barraerr-ow-isle-of-man-11-race-tony-goldsmith/>

Work  
Breakdown  
Structures

Better  
Precision

Better  
CLARITY

SIM  
Short  
Interval  
Management

Better  
AGILITY

Better  
Synchronis  
ed

Making it  
Personal

Show  
Know  
Grow

Respect  
ENGAGED

Devil in  
the Detail

Feedback  
is the  
ultimate  
Tool

External  
UNIVERSE

# Questions

Introduction

Industrialisation

Going VIRTUAL

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Project  
Excellence

Questions



Question



S



# Creating Loyal Customers To Boost Profitable Growth

16th September 2014

Fatemeh Mirzaei

Customer Satisfaction and Quality September 2014



# Topics for today's session

**What is Customer Satisfaction**

**Customer Satisfaction vs Loyalty**

**Our Customers**

**Transformation Journey**

**Customer Loyalty Maturity Pillars**

# What is CUSTOMER SATISFACTION?



Spending most of your  
budget trying to get NEW  
Customers ?



What are you doing to keep  
your EXISTING Customer?



Creating New Customer is **5X**  
more expensive than retaining  
the Existing one !

Loyal Customers spend  
**16%** more !



# What is “ Customer Satisfaction “ ?

$$\text{Satisfaction} = \text{Perception} - \text{Expectation}$$



Expectation was 9 of 10



Perception was 5 of 10



Customer is **DELIGHTED**



Expectation was 9 of



Perception was 3 of 10



Customer is **DISAPPOINTED**

**Customer  
SATISFACTION**

**VS**

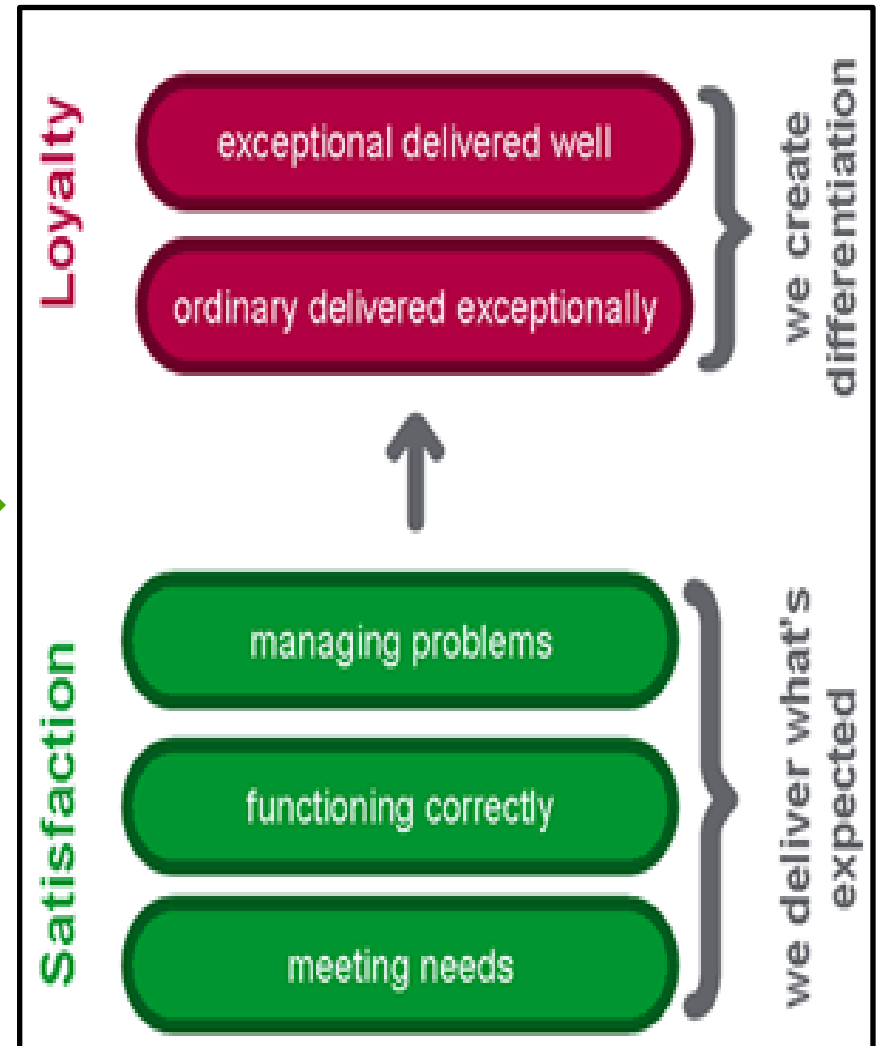
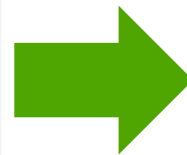
**LOYALTY**

# Customer Satisfaction is Lagging Indicator



# Moving from Satisfaction to Loyalty

**Satisfaction and Loyalty are different, but related :**



# OUR CUSTOMERS



# Promoters , Passive and Detractor Customers



3 kinds of customers are created based on the CUSTOMER **EXPERIENCE** :

- **Very Satisfied customers (Promoters):** loyal enthusiasts who keep buying and urge their friends/colleagues to do the same
- **Satisfied customers (Passives):** satisfied but unenthusiastic customers who can easily be switched to our competition
- **Dissatisfied customers (Detractors):** unhappy customers who cut back on their purchases, switch to the competition if they can and warn others to stay away.

# PROMOTERS

## Satisfied Customers



- Created by great experiences
- represent 'Good Profits'  
(e.g. income earned through delighting customers)
- buy again and buy more
- Are less price sensitive
- Refer new customers
- Reducing our customer acquisition costs
- Allow us to invest less in advertising and more in service capability support profitable, sustainable growth

# PASSIVES



- Created when we meet the physical and only part of the customers' emotional needs.
- View us as commodity providers
- Are price sensitive
- Are with us only through inertia
- Are easily persuaded to switch to our competitors

# DETRACTORS



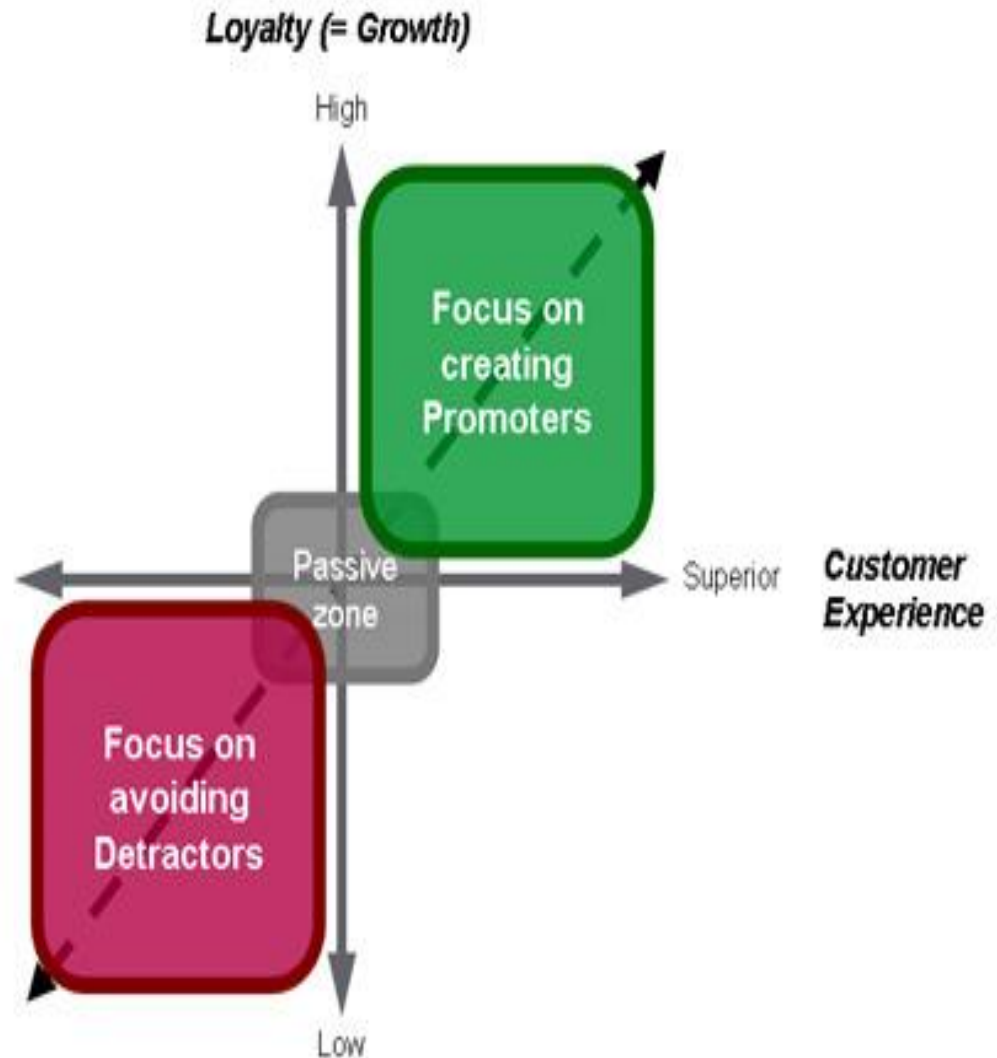
- Created by bad experiences (which are often related to systematic issues).
- Represent 'Bad Profits' (e.g. cost saving at the expense of customer service)
- Buy less
- Are more price sensitive
- Cost more to serve
- During their dissatisfaction tell many other (potential) customers

# TRANSFORMATION JOURNEY

# Transforming a DETRATOR to a PROMOTER

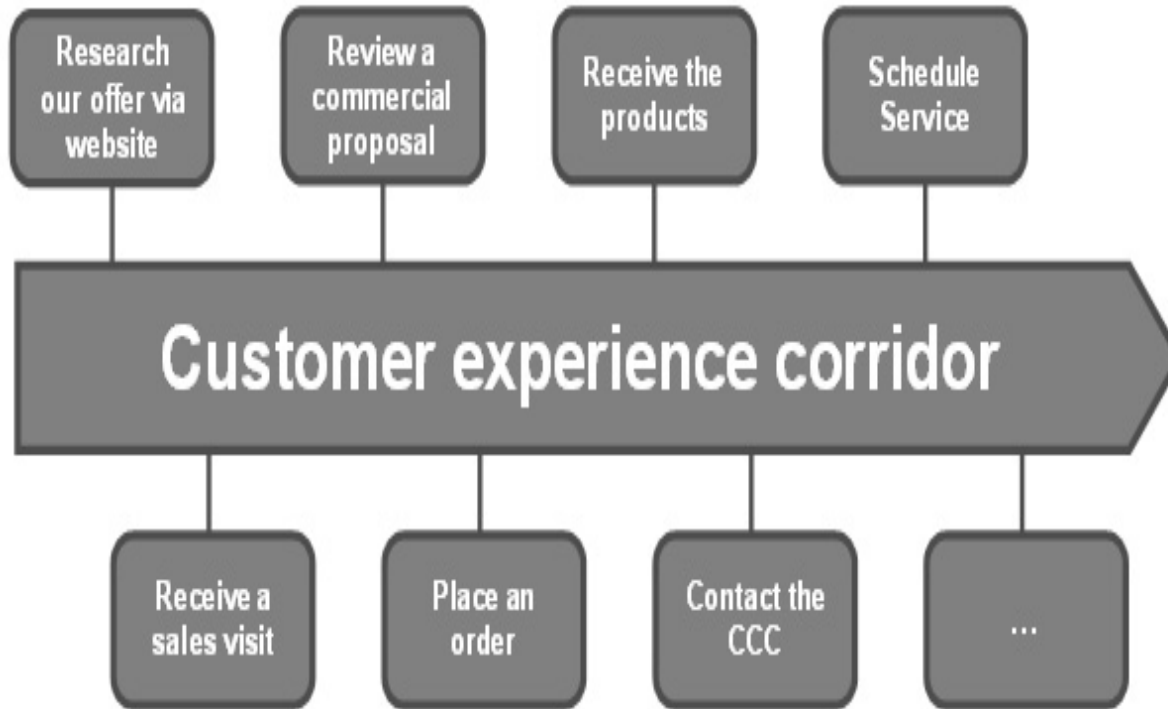
➤ Superior value must have been delivered (price, features, quality, ease of use)

➤ Customer must 'feel good' about the relationship (being understood, valued, respected)



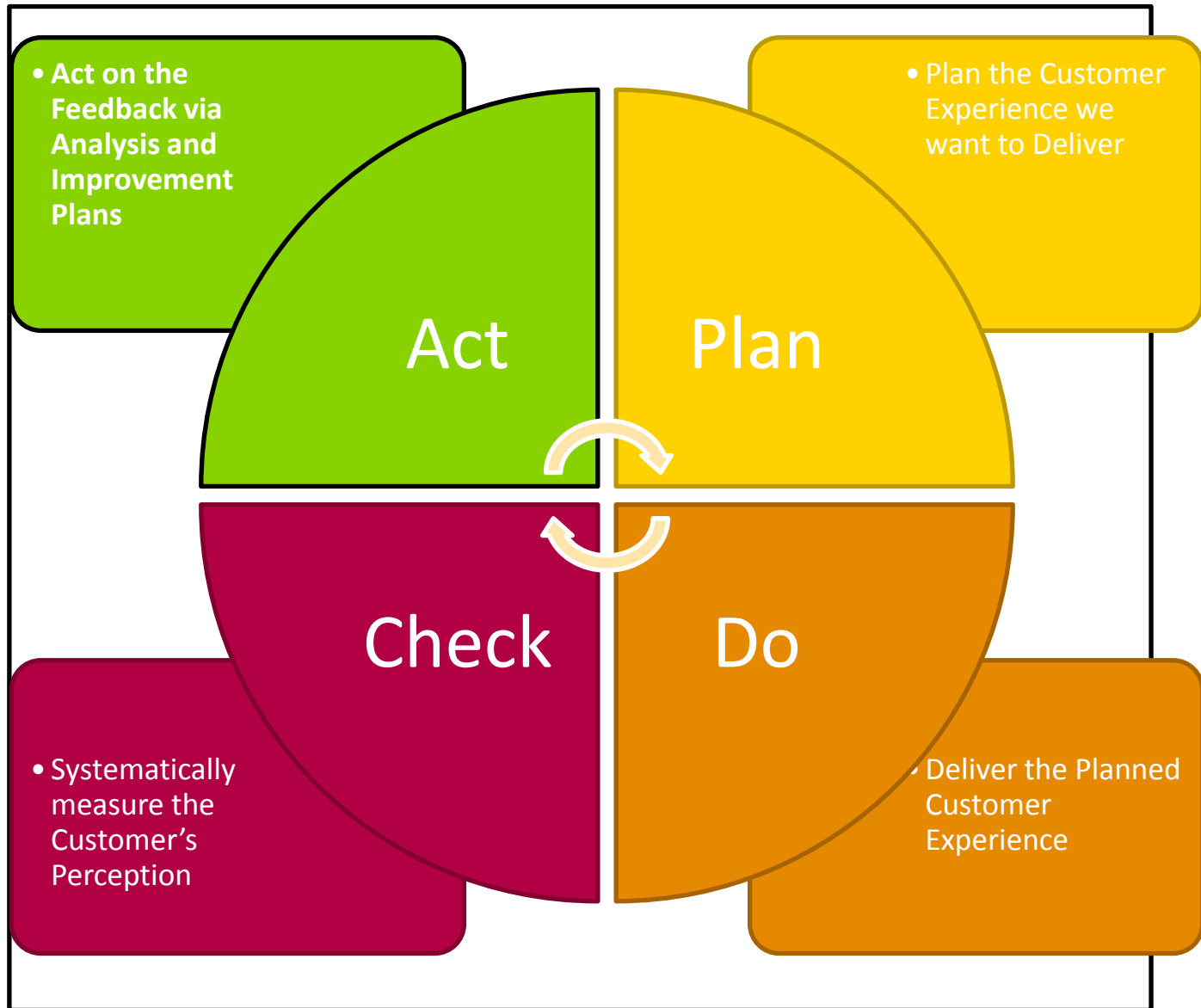


# Customer Experience Corridor



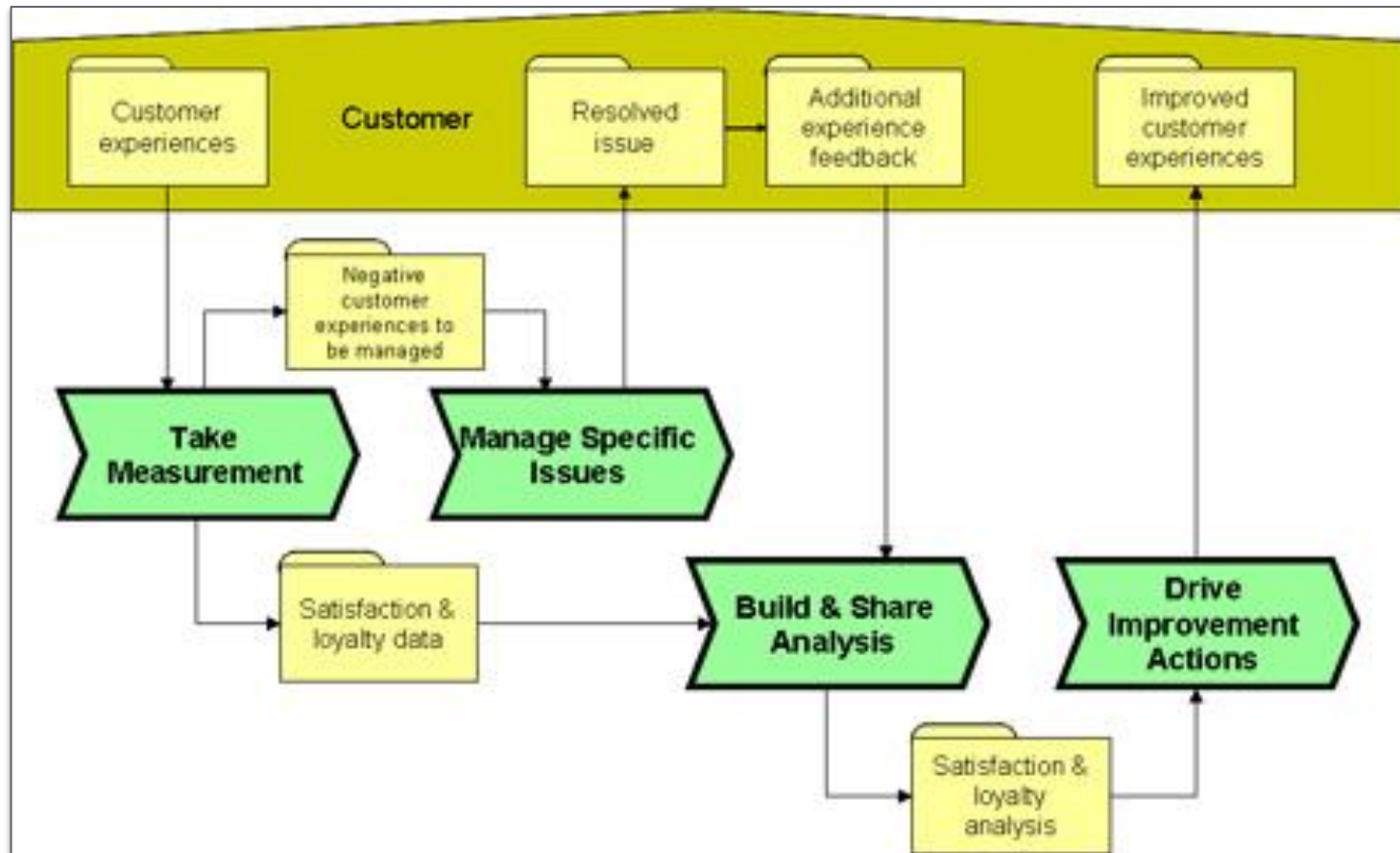
**Every  
Touch  
Point  
is a  
MOMENT  
of  
TRUTH !**

# Follow PDCA Cycle



# Follow PDCA Cycle

**Superior customer experience = stronger loyalty = greater & more profitable growth**



# Customer Loyalty Maturity Pillars

# Customer Loyalty Maturity - The 6 Pillars

**Effective Operational Leadership**

**Programme Profile**

**Impactful Action Plans**

**Whole Business Engagement**

**Cadence & Accountability**

**A compelling Customer Loyalty Vision!**

# What do the Pillars mean in practice?

## Effective Operational Management

- Clear Customer Loyalty Leadership
- Adequate skills, training, experience and resources

## Programme Profile

- Individual understanding of “Customer Loyalty “
- Effectively Defined , Communicated & Enforced Clear Customer Loyalty Targets

## Impactful Action Plans

- Define Key Action Plans & our key Customer Groups?
- Based on Customers needs
- Addressing Detractors and Promoters?



# What do the Pillars mean in practice?

## Whole Business Engagement

- Employee Awareness of their contribution
- Effective communication about Customer Loyalty Measurement

## Cadence & Accountability

- Drive execution of agreed Customer Loyalty Action Plans
- Set clear expectation that accountability for those directly responsible

## Customer Loyalty Vision

- Having a compelling vision of what Customer Loyalty Success looks like
- Vision should drive behavior and decision making within the organisation



START Building  
Customer **Loyalty** &  
**BOOST** your Profits .

**The Ultimate  
Measure  
of Quality is:  
“Customer  
Satisfaction”**



**Schneider**  
Electric

Thank you!