

CASE STUDY

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Hilti leverages Quadient's Customer Journey Mapping for exceptional customer experiences



Hilti is a global market leader in fastening and demolition technology for construction professionals. Founded in 1941 and based in Schaan, Liechtenstein, the company has 30,000 employees in more than 120 countries that contribute to making construction work simpler, faster, and safer. Many ideas for improvements are developed directly on construction sites while talking to customers. Direct customer relationships result in about 250,000 individual customer contacts each day, which in turn generate about 6 billion CHF in annual revenues.





Challenge

Hilti is a global market leader in demolition and construction technology with direct customer relationships that result in about 250,000 individual customer contacts each day. The company needed a process to properly understand the customer experience in order to fully optimize digital and physical customer interactions. Hilti's CX team set off to work on defining a blueprint for future customer experience through customer journey mapping.



Solution

Hilti turned to Quadient® Customer Journey Mapping (CJM) to create detailed customer journey maps, connect appropriate communication pieces to every touchpoint, and discover pain points along the journey. Hilti departments collaborate virtually so action can be taken to improve the customer experience.



Results

The Customer Experience (CX) managers from the CX team at Hilti use Quadient Customer Journey Mapping on a regular basis. Thanks to remote collaboration with business users from multiple global departments, the team has mapped the most important customer journeys covering more than a thousand interaction points. During virtual CX workshops, Hilti CX team discovered and formalized pain points. The first phase of their CX project enabled them to prioritize the most important CX tasks to improve the customers' experience with Hilti.

The focus on Customer Experience

Hilti's high-touch customer relationships meant that the company needed a process to properly understand the customer experience in order to fully optimize digital and physical customer interactions. At the start of 2019, a Customer Experience (CX) team was established as part of Global Strategic Marketing to get "the right things" done to continuously improve the overall customer experience. The result was two-fold. First, Hilti established a standard for CX guidelines and principles that aligned with their brand promise. Second, the team adopted customer journey mapping to better understand customer journeys and optimize experience based on individual touchpoints.

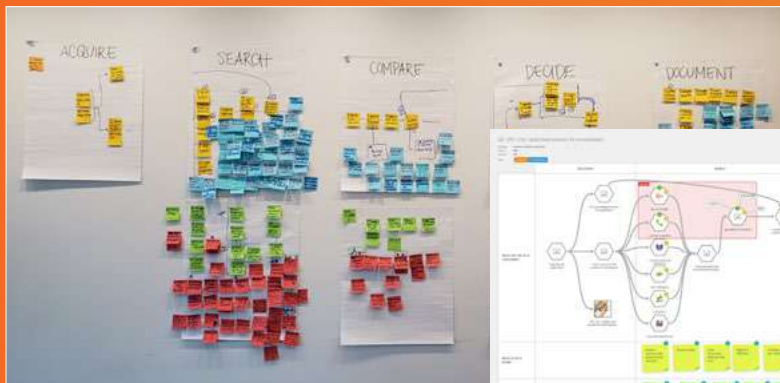
Customer journey mapping: A means to improve Customer Experience

The newly-formed Hilti CX team set off to work immediately on defining the blueprint for future customer experience through customer journey mapping. Working with a consultant, two customer journeys were mapped, using boxes and arrows in PowerPoint to illustrate and document the journeys. Catherine Moulinier, Customer Experience Manager at Hilti, quickly realized that they needed a much more functional and innovative tool to take on the proper mapping of what would potentially be dozens of customer journeys with hundreds of touchpoints. "A major part of my role at the beginning was to identify and

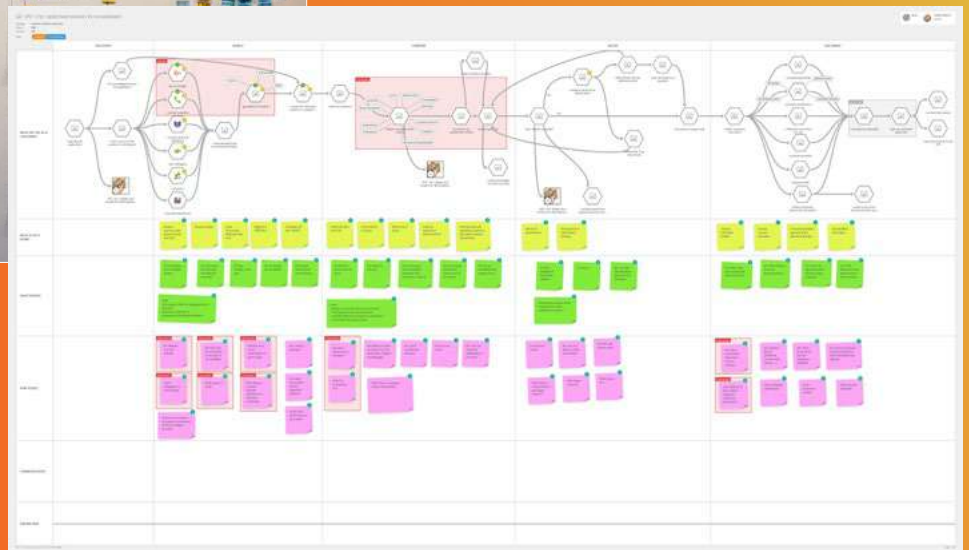
describe all the customer journeys, and it was clear to me that PowerPoint was simply not the mapping tool for this job," said Catherine Moulinier. "We needed a solution that would be able to manage every detail associated with current and future customer journeys, as well as facilitate collaboration between internal departments."

At the same time that Catherine Moulinier was researching solutions online, her manager, Jean-Louis Keraudren, Head of Global Customer Experience, learned about Quadient at a Gartner Summit and connected with Laurent Ghio, Quadient's Journey Mapping Expert. Quadient met with Catherine Moulinier and her team to understand their needs and then provided a testing environment before working out a contract agreement. "When I did my initial research, the other solutions that I came across just did not feel quite right. Then Quadient came along and gave us the opportunity to test their solution very quickly. The ease of use and functionalities of the tool are exactly what we had in mind," said Catherine Moulinier.

Prior to using Quadient Customer Journey Mapping, Catherine Moulinier and her team would run multiple workshops in different locations in the traditional way using walls and post-it notes. With the initial focus on four priority personas with different roles within the customers, a total of around 50 customer journeys were defined, with each persona containing its own journey inventory. The proper mapping of all these customer journeys would have been an impossible task without Quadient CJM.



BEFORE

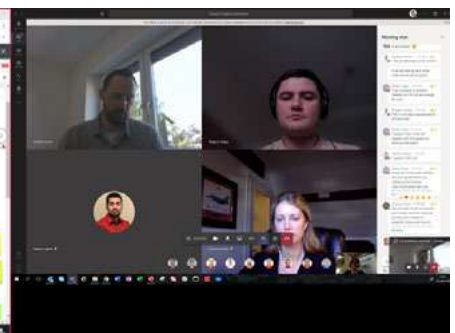
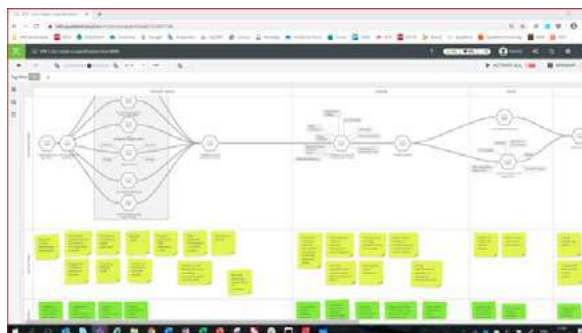


AFTER

With Quadient CJM in place, Hilti is now able to quickly create detailed customer journey maps, connect appropriate communication pieces to every touchpoint and pain point along the journey, and collaborate internally so action can be taken to improve the customer experience. To date, the most important customer journeys have been mapped with thousands of touch points and pain points. The Hilti CX team uses Quadient CJM on a regular basis to support their customer-centric approach.

Quadient Customer Journey Mapping became especially critical when the COVID-19 pandemic hit. "My team and I had many physical workshops planned at various global locations just as the pandemic struck. Those trips were cancelled and replaced with virtual meetings. Thanks to the Quadient CJM cloud-based solution, we were able to work on the maps live as we gathered virtually to discuss and plot out the customer journeys together in real time. This would not have been possible at all without the Quadient SaaS application," said Catherine Moulinier.

"Some customer journeys have quite complex maps with a lot of objects and multiple possible outcomes. With Quadient Customer Journey Mapping, we have clarity and consistency in mapping out customer journeys, as well as an easy way to share the customer journey maps with Hilti internal teams. The clear visualization of all customer journeys and their interactions allows us to see every detail of a journey, a touchpoint, and enables us to define pain points and expectations so much more easily. The Tagging system as well as the built-in search engine enables us to quickly dig for new insights about the experience of our clients," said Catherine Moulinier.



Hilti's wishes fulfilled

Even after the contract agreement was signed and the onboarding phase was over, Quadient continued to work closely with Hilti to ensure that all their needs were met. After three months of working with Quadient Customer Journey Mapping, the Hilti CX team developed a requirement list of new functionalities that they would like from the solution. Quadient listened, made most of them part of the CJM solution roadmap and rolled out these features in subsequent releases.



“We couldn’t be more pleased with how Quadient has partnered with us so far to support our needs. While Quadient Customer Journey Mapping fits into just a small niched part of our larger CX platform, Quadient’s working relationship with us has been paramount. With the visibility and insights that we gain through Quadient Customer Journey Mapping, Hilti is able to take meaningful steps to fulfill their needs in order to continue delivering innovation and technologically-leading products and services to our global markets.”

— Catherine Moulinier,
Customer Experience Manager at Hilti

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About Quadient®

Quadient is the driving force behind the world’s most meaningful customer experiences. By focusing on four key solution areas including Customer Experience Management, Business Process Automation, Mail-Related Solutions, and Parcel Locker Solutions, Quadient helps simplify the connection between people and what matters. Quadient supports hundreds of thousands of customers worldwide in their quest to create relevant, personalized connections and achieve customer experience excellence. Quadient is listed in compartment B of Euronext Paris (QDT) and is part of the CAC® Mid & Small and EnterNext® Tech 40 indices. For more information about Quadient, visit www.quadient.com.