

DBSi Journey Progress from Matias Prieto

Who is Matias?

Matías Prieto leads the DBSi program for Finning Chile. He joined the company in 1994 as in-house counsel for our Chile operations and was later transferred to the Quality Department of Finning (Canada) in Vancouver. He returned to Chile in 1998 to work in Finning Chile's quality program, MARC contract negotiations in the mining business area, and service operations.



Finning Chile's DBSi Program Manager **Matias Prieto** (right) chats with mechanic **Christian Navarro**.

What has been happening since the last newsletter...

"We have been making progress. Most of our efforts have been focused on aligning the DBSi Journey goals with other projects within the company, such as the Customer Service Centre in the UK. We have also been planning the DBSi implementation in greater detail.

At the same time, we are moving forward with the initiatives or capabilities coming out of the first phase of the project known as the Business Architecture phase. We will continue with several of the capabilities we defined from the effort of the Business Architecture work, as they are pre-requisites to implementing DBSi. Other selected capabilities may be realized throughout the deployment phase.

In November, we added a dedicated HR team to focus on assessing the impact and requirements from HR related changes."

More on this in the "We Welcome the Human Resources Team!" section.

DBSi Key Users have an important role...

"Our DBSi system deployment preparation work is the center of the storm right now. The team has been expanded to include 80+ Key Users and process owners who attended initial DBSi training in Peoria in December 2002. For many of us, this training was the first opportunity to work with the Caterpillar team and the methodology surrounding the DBSi deployment. The Key Users have an important role in the DBSi Journey including system configuration, providing local information for staff, and tailoring end user training, as well as most of the detail tasks, such as ensuring our data is correct and will work within the system. The key users will therefore become the functional experts in their specific systems."

On a final note...

"Although there are many changes that need to be made and the task is daunting, once DBSi has been implemented, we are confident it will help every area of the company work more efficiently and provide our customers with the best service possible. Ultimately, our goal is that Finning will run better than ever before."

Did you know.....

Ziegler (Ohio, USA) was the pilot dealer where they built the first version of DBSi. They went live during the first quarter of 2001.

DBSi Word From Steve Mallett



Steve Mallett
Managing Director,
Finning (UK) Ltd.

DBSi will assist us greatly in better meeting customer expectations

"The difference between how we are managing DBSi versus DBS is like night and day. We're taking a much more proactive approach with DBSi, and we have more professional IT/IS people involved that have been there and done it

before. I especially appreciate the leadership that Karen MacDonald has brought to the Journey. She is doing a terrific job internally, with Caterpillar and with Accenture to define expectations and drive performance.

The One Journey approach will bring both long and short term benefits as all Finning dealer operations really start to understand that although our cultures vary a great deal, the way our customers want us to do business with them does not. There's a lot of learning going on and some

real key team work happening between the dealer operations at the project team level for the first time ever. This will improve our understanding in the business a great deal.

We tend to think that the business is dramatically different from one country to the next. In coming to the UK from Canada, I've learned that really the business is the same. By that I mean the business as defined by customer expectations. What varies from country to country is the market, not the

business. I believe DBSi will assist us greatly in meeting and managing those customer expectations that are the key to our success in all the Finning territories.

The benefits of DBSi will be consistent, high quality processes that will deliver high quality service to customers. We will also end up with better quality management information to improve decision-making processes."

We Welcome the Human Resources Team

HR to assist in identifying DBSi affect on job functions

HR has become part of the DBSi Journey. The HR team will assist the dealer operations in defining the impacts and requirements from a human resources standpoint. Working in partnership with the capability teams, the HR team will identify how people perform their jobs on a daily basis and how they may need to change because of the DBSi capabilities. From there Human Resources will adjust existing processes, policies, templates etc. to deliver the DBSi HR requirements.



Lesley Menzies
DBSi HR Lead,
Finning
International Inc.

"I am very excited to be involved in this Journey; the whole process of doing the investigative work of examining what processes and systems will move us toward being the best Cat dealer in the world. Lining up our processes and our people to accomplish that is the true definition of the Journey."

– Lesley Menzies

Lesley is currently playing a dual role, serving both Finning International and Finning (Canada) where she will coordinate the work of Finning's three dealer operations.

Also on the team are Patricia Richter, HR Manager of Compensation, Finning Chile; Stuart Chapman, HR Manager of Training and Development, Finning UK; and Graham Hardie, HR Officer of Hewden Stuart. Even though Hewden Stuart is out of the scope of DBSi, we will be working together to ensure alignment as we develop and refine our HR policies and processes.

DBSi Seven Tracks.....

- Service Delivery (SD)
- **Customer Relationship Management (CRM)** (formerly known as CCP – Customer Contact Processes)
- Business Measurement (BM)
- Equipment Administration and Rental (EAR)
- Finance (FIN)
- Engine Business Management (EBM)
- Information Technology (IT)

Check the Track

– Customer Relationship Management (CRM)

What is Customer Relationship Management all about?

The CRM track (formerly known as CCP – Customer Contact Processes) of the DBSi Journey is responsible for all aspects of the Finning dealership that interface with our customers.

The framework for this track is our "Customer Driven" International Sales and Marketing Strategy, which defines the corporate direction. Our key objective over the past few months has been to review our approach to customers in the three Finning dealer operations. Specifically, how we can improve our common processes and work to realign our company based on customer needs. Our goal is to provide all of our customers with unparalleled service that drives customer satisfaction and loyalty.

Why do we need to improve the way we do things?

Finning has significant growth objectives. Some of this growth will need to come from our current markets and some from new markets. By surveying our customers and combining what we already know, we have gained further insight into the things most important to our customers, and what it will take to turn them into loyal customers.



CRM Process Owners from left to right: Rodrigo Garcia, Finning Chile S.A.; Linda Nikkel, Finning (Canada); Gary Agnew, Finning (UK) Ltd.

The key customer concerns include:

- “Make time to listen to me and care about my business. Help me solve my problems.”
- “Be a financially sound supplier, with experienced people who know my business.”
- “Make it easier for me to deal with you. ”

“CRM will harness our knowledge of the customer in one place where it can be accessed and used in a more strategic fashion than ever before.”
 – Steve Mallett

Don't we have a lot of loyal customers now?

Yes, we have many customers that we enjoy great relationships with and who are loyal to the Finning and Caterpillar enterprise. We want to build on these alliances and develop more customers into this category. The challenge we have is with the large group of customers where we don't have this high level of business. This represents a tremendous opportunity to grow our business and increase our market share.

How will we achieve this with over 100,000 customers worldwide?

Customer Relationship Management is a business concept that uses shared customer information across the entire Finning organization to link all employees to customer needs. The power of CRM comes from gaining deep insight into our customers, drawing on that insight to provide the right solutions, and serving our customers in an integrated fashion, where each interaction picks up where the last one left off. Because of the reliance on data, CRM requires corporate discipline in order to be successful, but can provide our customers, large and small, with outstanding levels of service.

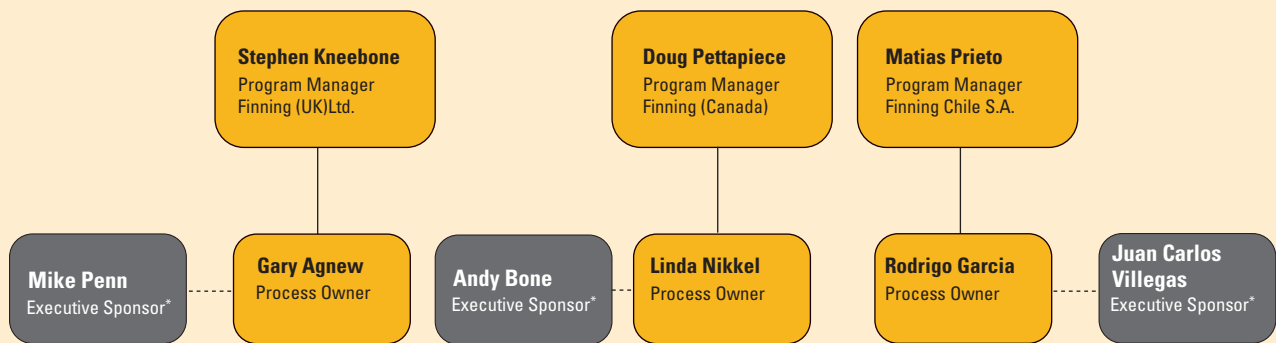
Don't we do that today?

Yes – of course we do! Finning employees have been delighting our customers for 70 years. However, our traditional marketing efforts have been focused on products and not always on a deep understanding of individual customer segments. We'll need to change our focus even more toward the customer to meet our growth objectives and help move our organization from a “Good” company to a “Great” company.

Which means that...All employees of Finning are on the sales team!

Every interaction with our customers is a reflection of our company. This is exhibited in our willingness to make time to listen to our customers, to help them solve their problems, and to manage each experience with a view to developing increasing loyalty.

CRM ORGANIZATION CHART



* Sponsors are Executives who have overall responsibility for an area. Their role is to provide guidance to the team and support the Business Architecture process.



“CRM is the most revolutionary area in the DBSi Journey. It will let us improve our processes and increase efficiency, achieving our strategic objectives. Most important of all, it will improve our relationship with customers, increasing their satisfaction and loyalty.

We will focus our organization according to this new strategy: we will create proactive tools to differentiate Finning from our competitors through marketing intelligence; we will create team selling structures to standardize client information; we will become a more customer driven organization.”



José Victor Amenábar,
Manager,
Marketing,
Finning Chile S.A.

“Our goal is to become a Service Excellence company and the DBSi CRM track will help us to achieve this in a number of important ways.

DBSi will provide us with a single view of customer activity with Finning. The processes will improve the ability for people whose jobs involve customer contact to respond quickly and effectively. They will also allow them to spend more time with customer facing activities. They will reduce our burden of administration.

Our ability to make headway in this vital area will of course depend on our commitment to maintaining accurate data.”



Mike Penn,
Director,
Construction
Equipment,
Finning (UK) Ltd.

“The competitive landscape is changing: there is less product differentiation from manufacturers, margins are shrinking, and customers are demanding more services than ever before. In order to meet these challenges, Finning is embracing a “customer driven” sales and marketing strategy, a total enterprise approach to serving customers. The CRM track of DBSi is crucial to the success of this strategy.

With this approach we hope to “lock in” our most loyal and valuable customers, and gain a significant strategic advantage over our competition.”



Andy Bone,
General Manager,
Marketing &
Business
Development,
Finning (Canada)

More Info?

The Finning International DBSi Newsletter is published by Finning International Inc. for all Finning employees in all three dealer operations.

If you have any questions to ask or comments to share, please email dbsi@finning.ca

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