

# OLIVER WYMAN



22 September 2010

## European Truck Customer 2010 Customer expectations in the commercial vehicle industry

In collaboration with:



The European Truck Customer study is based on a survey of more than 2,300 truck customers covering entire Europe

## OLIVER WYMAN

- ▶ Methodology & industry expertise



- ▶ Customer access

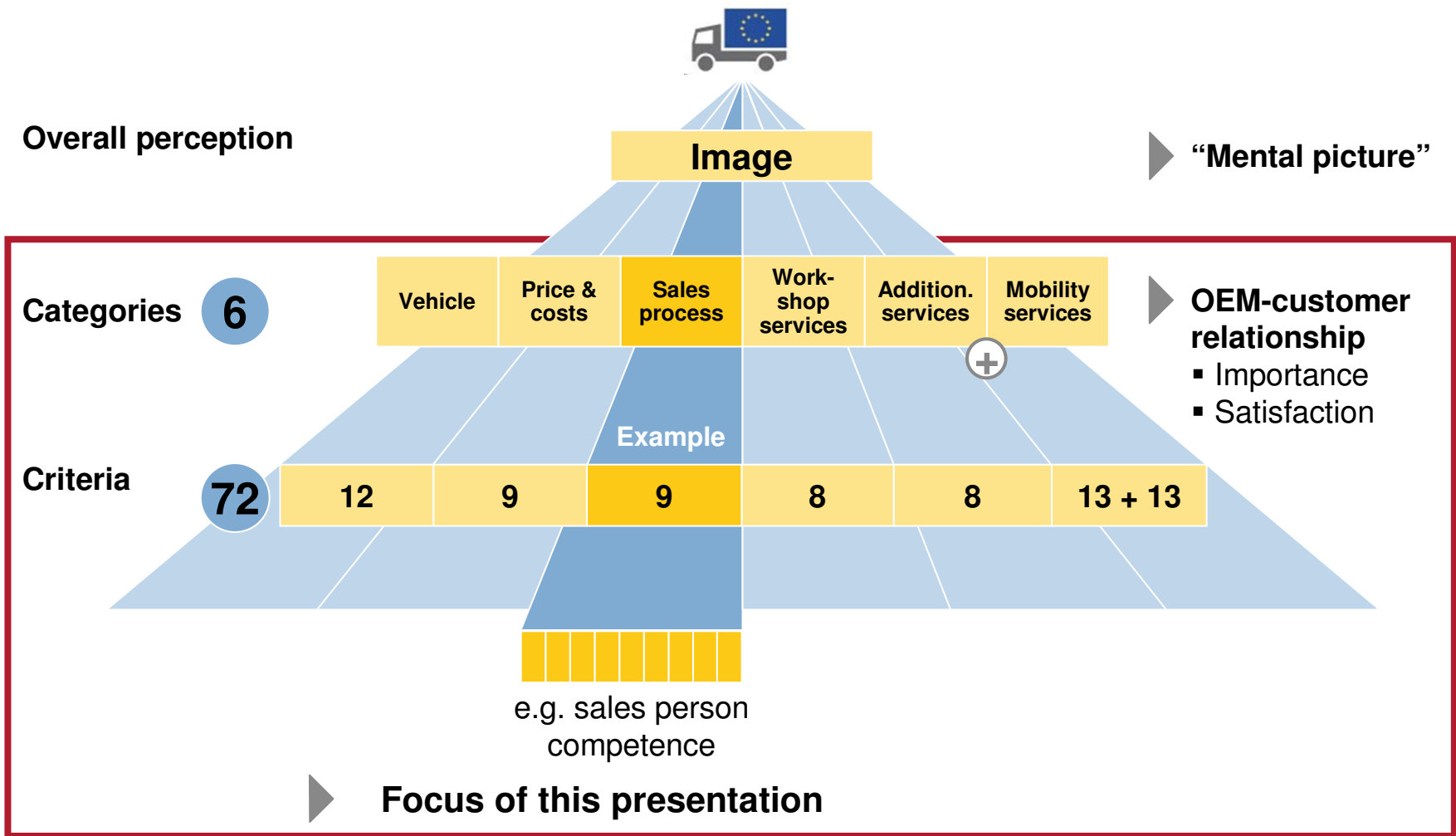


- ▶ Communication

## European 2010 Truck Customer

- 3rd Oliver Wyman European Truck Customer Study
- 2,300+ customers in 15 countries
- Field phase February until May 2010
- Assessment of *Image and Experience*

# European Truck Customer 2010 provides insights into the brand image of OEMs, as well as the experiences of truck customers

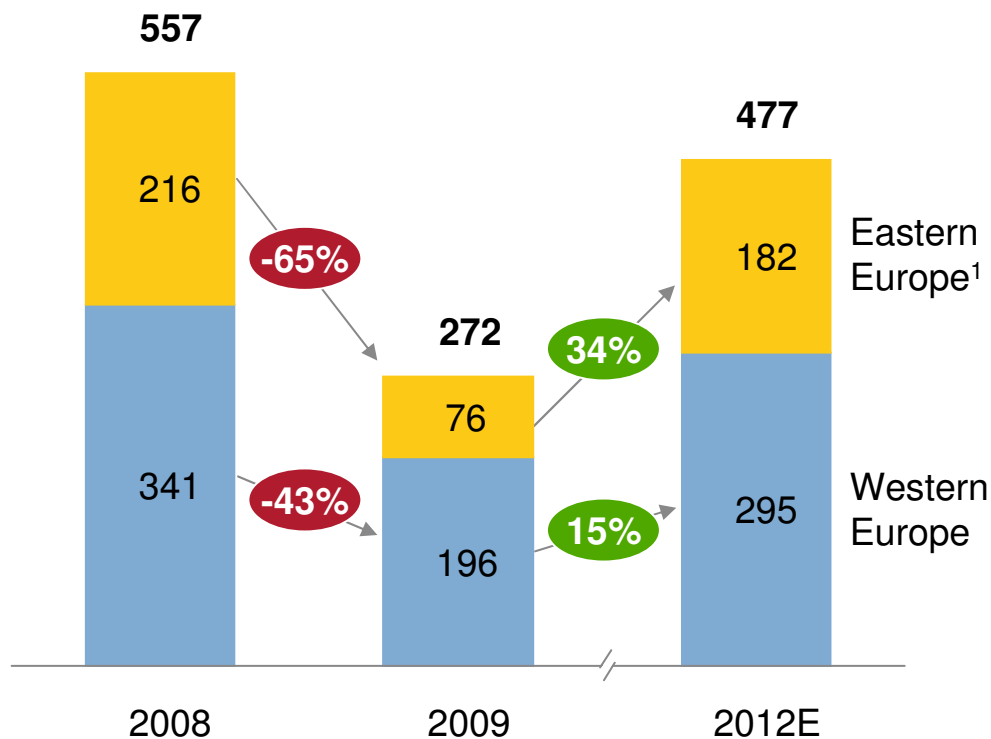


Source: European Truck Customer 2010, Oliver Wyman Analysis

# The European Truck Customer 2010 study was conducted in the context of a historic market collapse

## Truck sales by region

In '000 units, 6t+ (Source: JDPA)



(%) = CAGR

<sup>1</sup> Incl. Russia and Turkey CAGR = Compound annual growth rate  
Source: JDPA

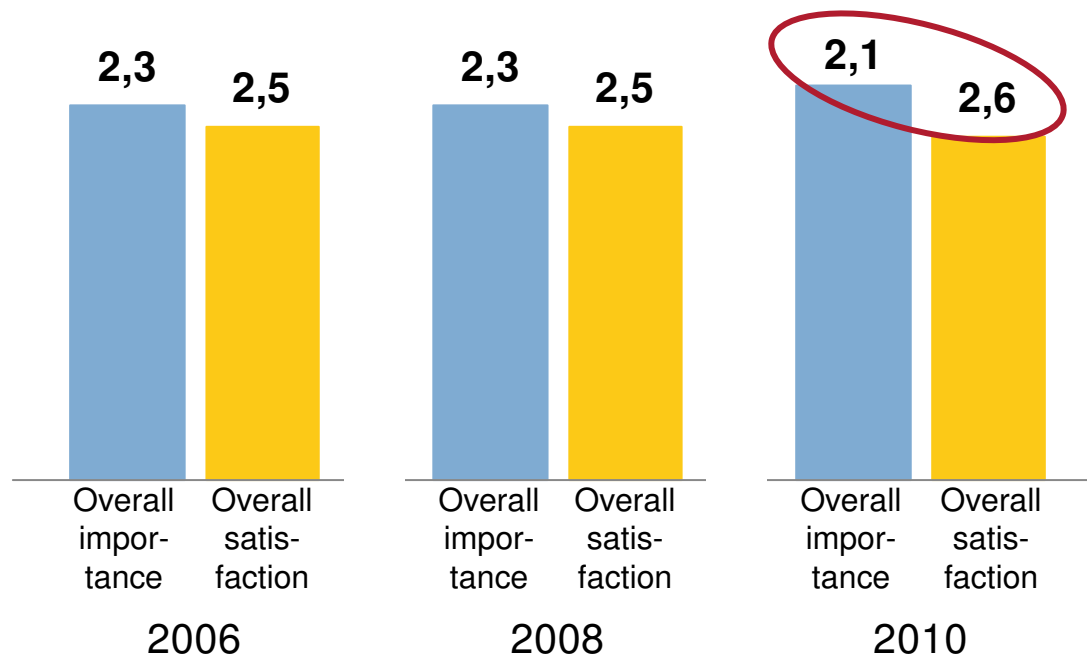
Superior customer understanding necessary, to

- Understand shifts in customer needs due to crisis
- Capture market shares when markets recover

# The crisis significantly impacts customer requirements and satisfaction

## Overall importance and satisfaction with OEMs

School grades 1 to 6, average, Germany



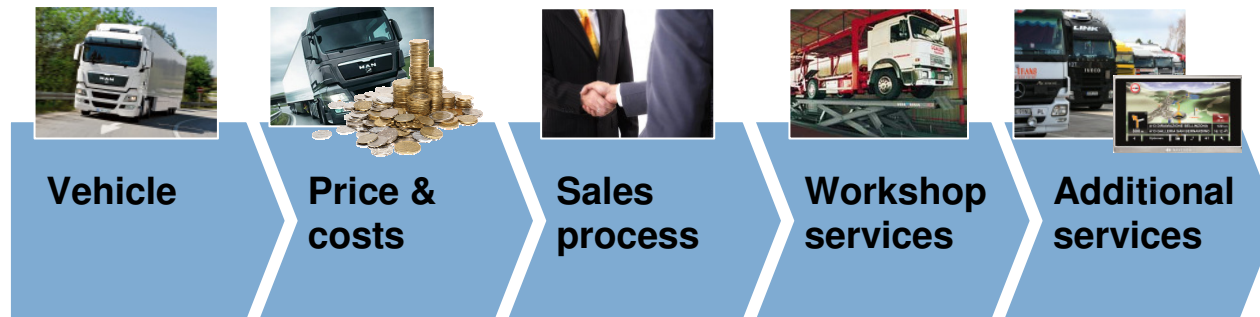
Compared to previous years, customers are more demanding, while their overall satisfaction decreased slightly

Overall truck market



Note: Average of all criteria 1 = very satisfied 6 = not satisfied  
Source: European Truck Customer 2010, Oliver Wyman Analysis

# Importance and satisfaction vary along the value chain



School grades 1 to 6, average, total Europe

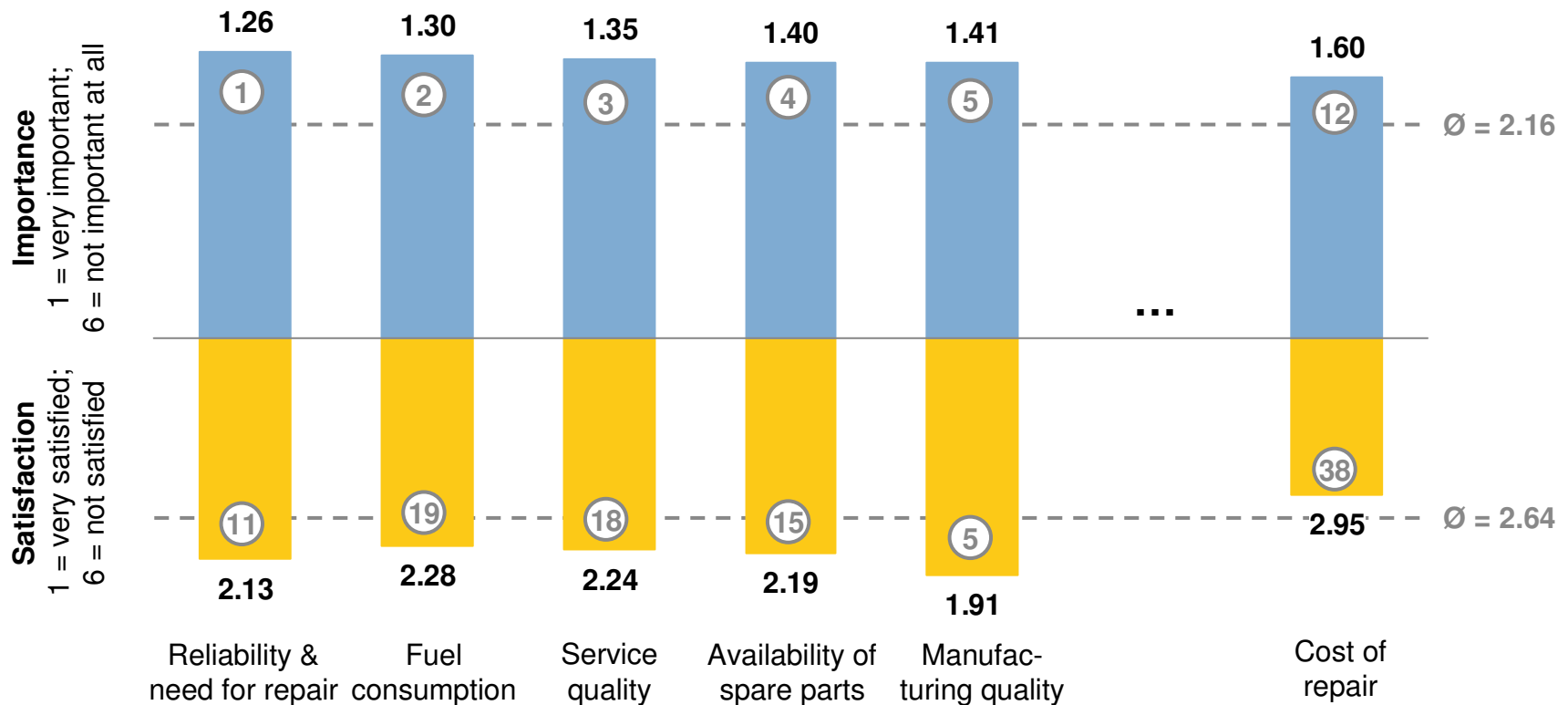
Importance for customers	1.85	1.87	2.45	1.70	2.99	Workshop services most important for customers
Satisfaction of customers	2.01	2.73	2.49	2.21	4.15	Highest satisfaction with vehicle-related topics

Note: Unweighted average of all criteria per category  
Source: European Truck Customer 2010, Oliver Wyman Analysis

# Within the most important criteria, OEMs cannot sufficiently satisfy their customers

## Importance of top-criteria and respective customer satisfaction

School grades 1 to 6, average, total Europe



Note: Average of all criteria  
Source: European Truck Customer 2010, Oliver Wyman Analysis

(X) = Rank




# With regard to the importance of criteria, regional differences can be clearly identified

Western European Customers			
Rank	Criteria	Category	To GER <sup>1</sup>
1	Reliability	Vehicle	→
2	Service quality	Service	↗
3	Fuel consumption	Vehicle	↗
4	Spare part availability	Service	→
5	Manufacturing quality	Vehicle	↗
6	Safety	Vehicle	↑
7	Mileage cost	Price & costs	↗
8	Purchase price	Price & costs	↑
9	TCO <sup>2</sup>	Price & costs	↘
10	Down-times	Service	↘

Eastern European Customers			
Rank	Criteria	Category	To GER <sup>1</sup>
1	Reliability	Vehicle	→
2	Fuel consumption	Vehicle	↗
3	Purchase price	Price & costs	↑
4	Service quality	Service	↘
5	Manufacturing quality	Vehicle	↗
6	Warranty and goodwill	Service	↘
7	Spare part availability	Service	↘
8	Mileage cost	Price & costs	→
9	TCO <sup>2</sup>	Price & costs	↘
10	Down-times	Service	↘

German Customers		
Rank	Criteria	Category
1	Reliability	Vehicle
2	Warranty and goodwill	Service
3	Service quality	Service
4	Spare part availability	Service
5	Fuel consumption	Vehicle
6	Down-times	Service
7	TCO <sup>2</sup>	Price & costs
8	Mileage cost	Price & costs
9	Manufacturing quality	Vehicle
10	Workshop business hours	Service

Note = Ranking of importance to customers  
 1 Comparison to German truck customers' evaluation  
 2 TCO = Total cost of ownership  
 Note: Top 10-criteria per regional cluster, school grades 1-6  
 Source: European Truck Customer 2010, Oliver Wyman Analysis

-  Importance higher than in Germany
-  Criteria not in Germany's top-ten
-  Importance lower than in Germany

# From a customer point of view, the largest fields for action exist within additional services, price & costs and workshop services



**Total Europe**



**Hygiene factors**

- Fuel efficiency
- Vehicle reliability

▪ Total cost of ownership

▪ Sales person competence

- Warranty and goodwill
- Service quality

▪ Financing and leasing

**Differentiating factors**

▪ none

▪ Repair and spare part costs

▪ Industry segment specific solutions

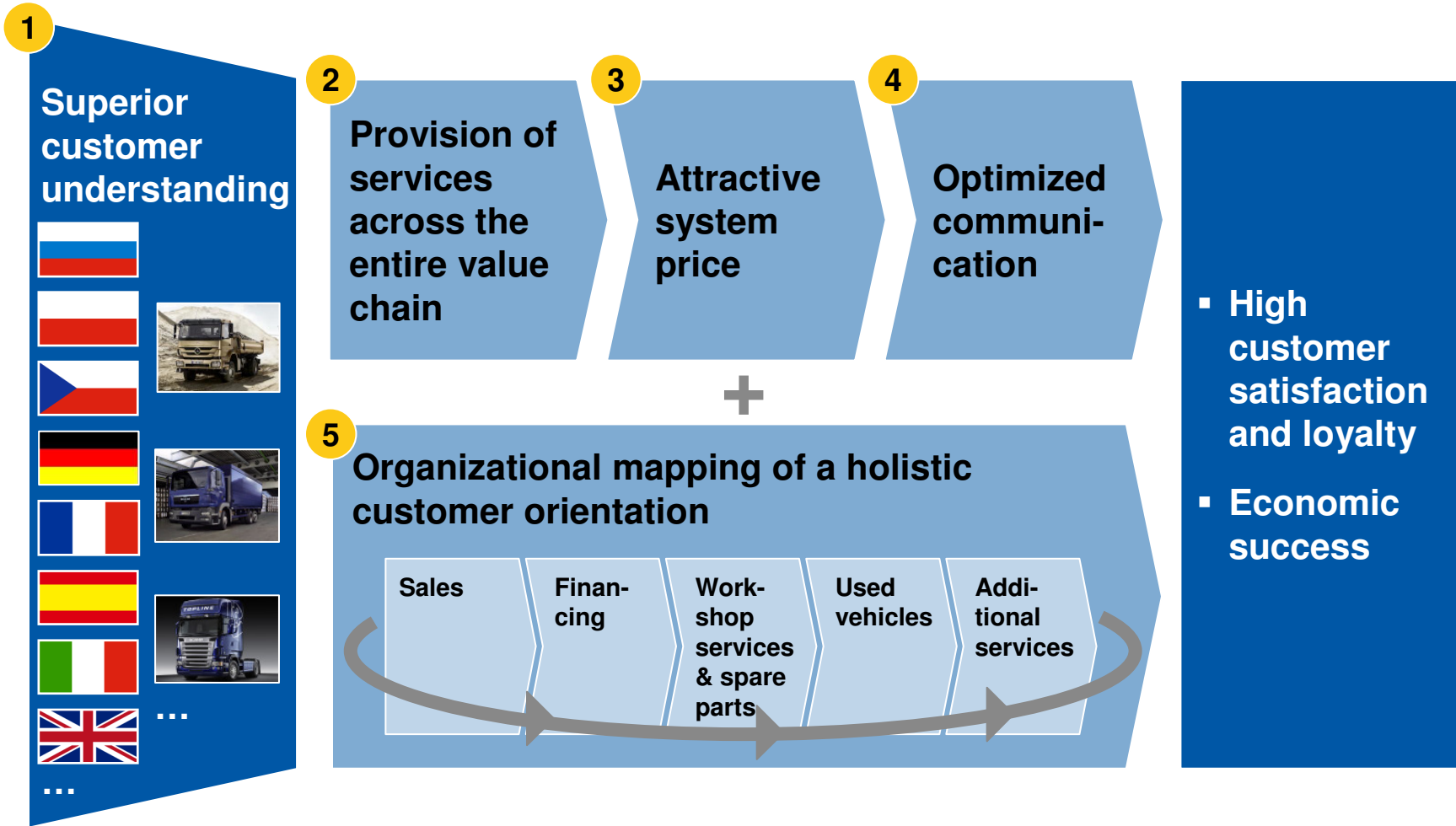
▪ Down-time / availability

- Telematics services
- International service contracts

● Strong need for action    ○ No need for action

Source: European Truck Customer 2010, Oliver Wyman Analysis

# Superior customer understanding is the basis for attractively priced service offerings that cover the entire value chain



Source: European Truck Customer 2010, Oliver Wyman Analysis