Improving customer satisfaction through after-sales services enhancement with Fuji Xerox

Mitsubishi Fuso Truck & Bus Co., Ltd. (MFTBC), a subsidiary of the Daimler Group, is the leading company of Daimler Trucks Asia. The Japanese automobile industry was in a state of decline and companies were trying to turnaround their growth by adopting global strategies and enhancing customer satisfaction. MFTBC was in urgent need of improving customer satisfaction. They focused on their after-sales services which generally consisted of a 50% of customer satisfaction rate, and defined their goals as follows:

- Improve after-sales service documents to strengthen services
- Improve turnaround time for releasing after-sales service documents
- Reduce the workload and costs associated with after-sales document production.

The Challenges

However, there were certain challenges in achieving these goals including:

- Enriching their document contents
- Improving document quality
- Strategizing and implementing improvements in their after-sales documents
- Reducing outsourcing costs and workloads
- Strategically using resources to ensure document quality

Transforming the after-sales document production processes

MFTBC and Fuji Xerox started two projects. The first was to improve after-sales document processes and the application of paper-based document production. This was with the aim of speeding up the release of documents, improving production efficiency, and strengthening view and search functions.

The second project was to strategically manage resources for after-sales document production because, in an increasingly globalized market, MFTB’s own internal resource in terms of staffing was limited.

Masanori Sato shared about collaborating with Fuji Xerox.

“We made the decision not to work with our current vendors to accomplish the transformation and instead plan from scratch with Fuji Xerox. We decided to partner with Fuji Xerox due to: 1) its vast experience in the implementation of document production systems, 2) its capacity for production and translation, and 3) its application of scientific methodologies for improvement.”

With the integration of Fuji Xerox’s document processing and operation technologies, we can focus on our core business. The activities we have implemented with Fuji Xerox will help us achieve our business goals.

Mr. Naotsugu Takeda, Manager, and Mr. Masanori Sato
Customer Services Engineering Fuso, Marketing Sales and Customer Services Trucks Asia
Mitsubishi Fuso Truck & Bus Co., Ltd.
“Fuji Xerox’ outsourcing services enabled us to achieve our goals. To continuously improve the customer satisfaction, we enhanced our after-sales services by reassessing processes to align with dynamic market changes.”

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One-Stop Service and workshops for deploying PDCA cycle

Working with Fuji Xerox, MFTBC transformed their paper-based document production processes into a new system – one-stop services for overall operations of document production. Next, the scope of potential outsourcing services was defined through workshops: User Manual and Maintenance manual and related documentation. Finally, issues in overall production processes were identified and continuous improvement activities were implemented.

Enabled to shift focus to strategic planning for after-sales service through significant reduction of labor hours

In collaboration with Fuji Xerox, MFTBC implemented continuous improvements to:

- Identify problems and eliminate non-value add work while streamlining processes
- Reduce workloads in the Manual Production and Procurement departments
- Better manage the overall production schedule by deploying a new system
- Implement initiatives for mid- to long-term strategies

This enabled MFTBC to reduce internal workload by 60%, even though the number of jobs increased 1.7 times compared to before the implementation. These flexible operations enabled MFTBC to better manage shorter delivery times or peak workloads.

Their multilingual capabilities were enhanced with streamlined processes. Additionally, it freed up resources in the production team so that the team had the time to focus on strategic planning for new after-sales documents.

Continuous improvement for after-sales services enabled enhanced customer satisfaction

Naotsugu Takeda and Masanori Sato had this to say about Fuji Xerox’ contributions:

“Fuji Xerox’ outsourcing services enabled us to achieve our goals. To continuously improve the customer satisfaction, we enhanced our after-sales services by reassessing processes to align with dynamic market changes.”