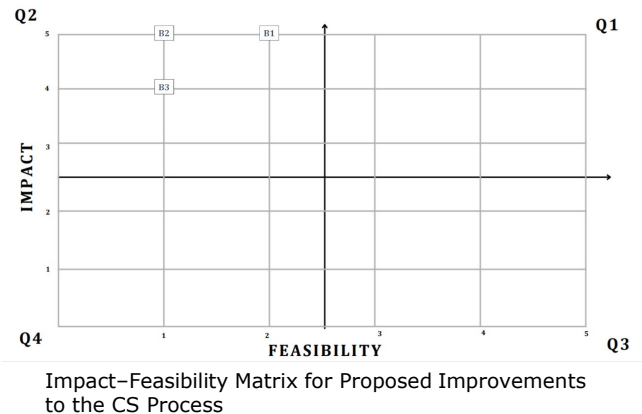
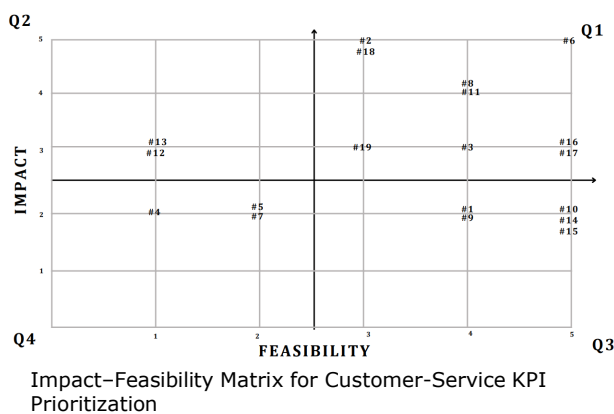
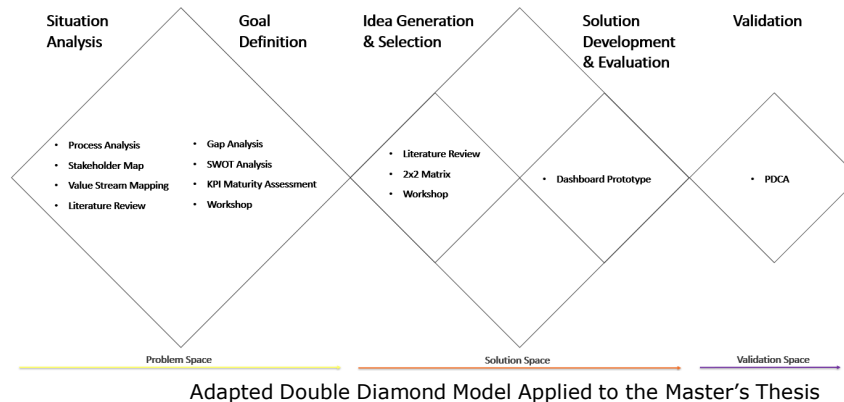


Double Degree Master Thesis – Hochschule Luzern (HSLU) & University of Florence (UNIFI)

Comprehensive Process Analysis and Optimization of the Customer Service at KLK Kolb through KPI Benchmarking



Problem Statement

KLK Kolb's European Customer Service organization relies on multiple sites to manage comparable order-management activities, yet cross-site alignment and performance steering remain difficult. Hedingen (Switzerland) operates with robust, control-oriented routines supported by established SOP documentation, while Delden (Netherlands) follows a leaner configuration that depends more on local routines and tool enablement than on standardized control steps. These differences reduce transparency, limit structured comparability, and make it harder to scale a consistent operational model across Europe. In parallel, Customer Service performance measurement was not sufficiently harmonized to support shared definitions, reliable reporting, and consistent decision-making across sites. As a result, improvement discussions risk being fragmented, and prioritization is constrained by unclear baselines and inconsistent KPI logic. This thesis addresses the need to create a validated "as-is" reference for both sites and to translate it into a scalable, governance-ready KPI framework and implementation path for European deployment.

Solution Concept

The research applied an adapted Double Diamond model extended with a dedicated Validation Space (Figure 1). Hedingen documentation was reviewed and consolidated into an updated SOP reference model, while Delden's workflow was reconstructed to enable comparability. Process mapping, Value Stream Mapping, and gap analysis informed improvement and KPI needs. Stakeholders then prioritized candidates through impact-feasibility logic (shown in the figures), and selected KPIs were operationalized in Excel dashboards and iteratively refined through feedback and data checks.

Results

The thesis established a reliable cross-site baseline: Hedingen's validated SOP-based process and Delden's reconstructed workflow enabled structured comparison and harmonization discussions. The analysis confirmed Hedingen's strong procedural reliability and Delden's faster, lighter control configuration, and it translated findings into two outcomes. First, three high-impact process-improvement candidates were defined, transport master data in SAP, automated pricing validation, and a standardized CS-PP confirmation loop, but all were assessed as low-feasibility within the thesis

timeframe and retained as a sequenced roadmap. Second, a harmonized KPI framework was implemented through two Excel dashboards: a Customer Service KPI Dashboard with fourteen indicators across four perspectives and an OTIF dashboard for delivery reliability. Both were iteratively refined and validated at European KLK OLEO level as a foundation for broader rollout under a PDCA rhythm.

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