

# MY PROJECT PORTFOLIO

*"One waits for time to change, the other grabs it firmly and acts." - Dante Alighieri*



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# PROJECT REPORT

- New business model
- Marketplace
- Circular Economy

## Projectname: Retradeables

### Overview

- The EU aims to reduce harmful F-gases (refrigerants) on the market and thus make an important contribution to sustainability and climate protection. With the support of EU funding, an innovative online marketplace has been developed that enables the reuse of used refrigerants. This marketplace not only offers a sustainable alternative to the improper disposal and release of F-gases, but also promotes transparency in trade by making prices and quantities clearly traceable.
- The marketplace will start with a focus on trading refrigerants, but will gradually be expanded to include other recyclable materials such as e-waste, metal, plastic and other raw materials. The aim is to create a comprehensive platform that supports the transition to a circular economy and effectively promotes the reuse of valuable resources.

### Goals

- Building a new brand for a marketplace that promotes the foundation of a circular economy.
- Start of the pilot project focusing on the recycling of refrigerants.
- Collecting data and publishing information.
- Reduction of misuse due to improper disposal and release of F-gases into the atmosphere.
- Restriction and regulation of illegal trade on the black market.
- With Retradeables, Daikin as a refrigerant manufacturer is actively contributing to sustainability by promoting recycling and reuse.

### Scope

- Concept and idea for the quality check process for used refrigerants and the online trading platform.
- Selection and choice of software development companies.
- Selection and choice of cooperation partners for the quality and recycling process of refrigerants (Technical University of Athens and mat4nrg).
- Brand development and communication of the marketplace.
- Funding management (EU Life Commission).
- Launch of the pilot and continuous further development.

### Stakeholder

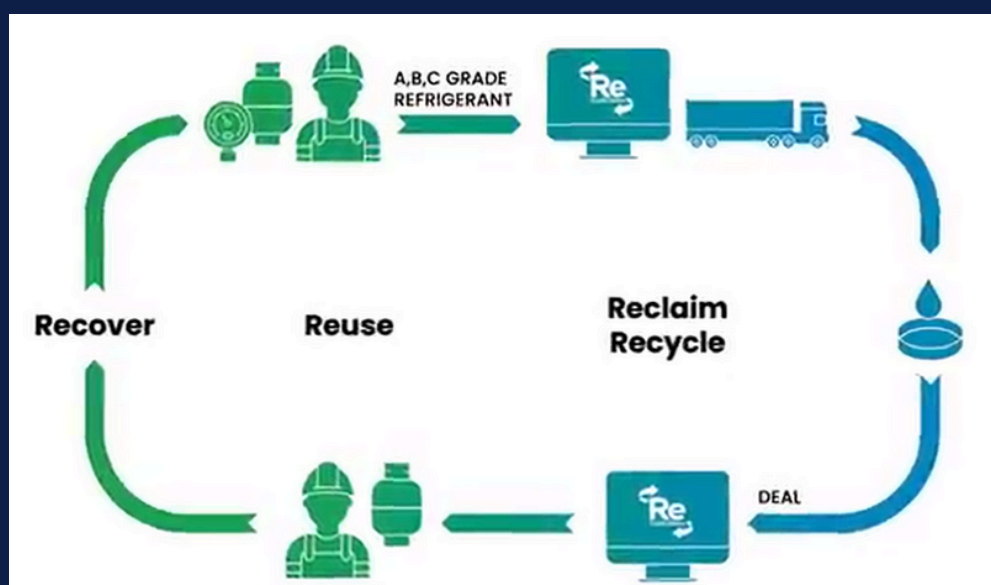
- ✓ Project Manager
- ✓ Software Developer
- ✓ UI/UX Design Team
- ✓ Marketing Team
- ✓ BI Data Analyst
- ✓ Cooperations Partner

### Targetgroup

The main target group for the approach are installation companies for heat pumps and air conditioning systems, as well as sales companies for refrigerants.

### Key Performance Indicators

- ✓ New sales channel (approx. EUR 1 - 2 million per year)
- ✓ Self-certification system to feed a database (quantity, quality and price of recycled products)
- ✓ Efficient recovery/recycling, saving 80% of raw materials (594 tons/year)
- ✓ Recovery and recycling of 3.1 million tons of CO2 equivalent over the project duration
- ✓ Raising awareness and involving stakeholders



# PROJECT REPORT

- Organizational development
- Distributed Leadership
- Innovation Management

**Projectname:** Innovation platform

## Overview

- During the pandemic, an innovation platform was set up to collect ideas and trends. Through this platform, all employees of the Daikin CEE Group, from cleaning staff to top management, had the opportunity to contribute ideas.
- A dedicated innovation team reviewed the suggestions submitted to determine whether they were in line with the company's vision and could therefore be turned into real projects. Many outstanding ideas have already been successfully implemented - an impressive example of innovation and digitalization.

## Goals

- Development of an innovative ideas platform that can be accessed online by all employees at any time.
- Establishment of a PMO (Project Management Office) to realize positively evaluated ideas and concepts quickly and efficiently as projects.
- Realignment of the corporate culture to promote "distributed leadership".
- Creation of a "think tank" in which all ideas are collected so that resources can be planned to implement them in the future.
- Transparency and fairness in the decision-making process for the approval of projects.

## Scope

- Concept and idea for the process of submitting ideas and automation for review by the innovation team.
- Establishment and integration of a PMO (Project Management Office).
- Selection and choice of suitable software.
- Integration and introduction of the innovation platform in the company and the parent company.

## Stakeholder

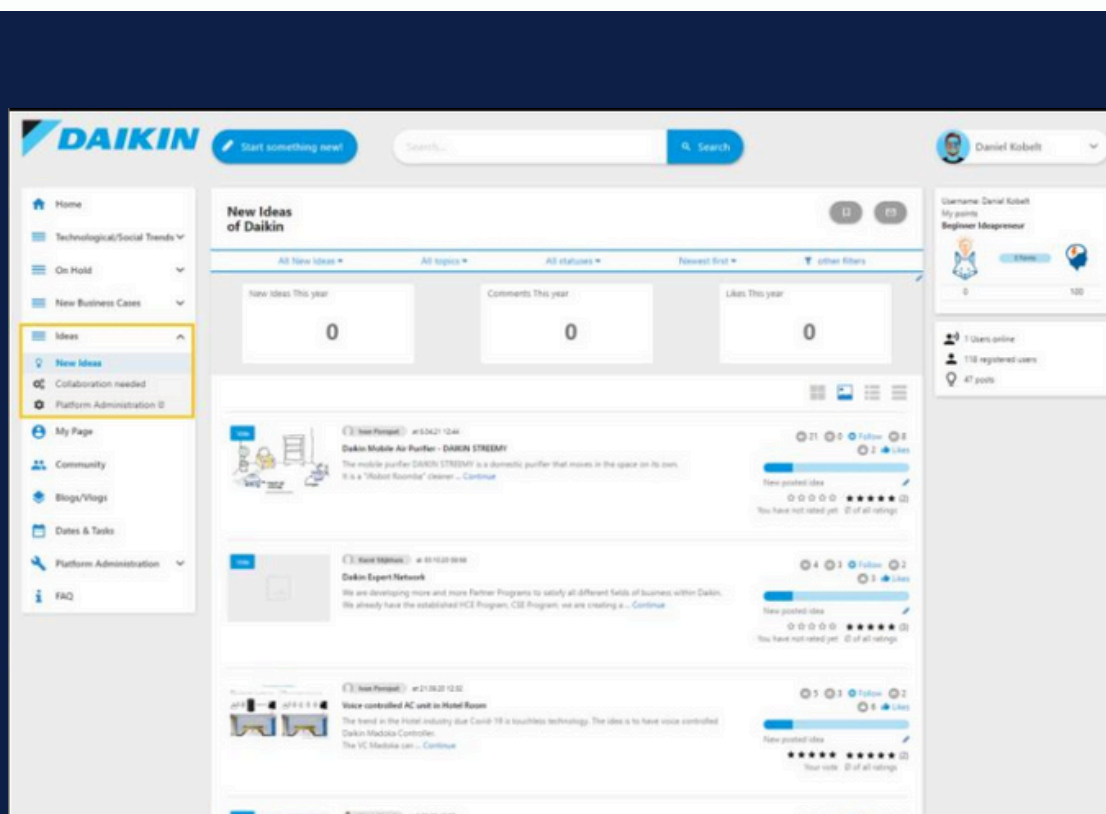
- ✓ Project Manager
- ✓ PMO Team
- ✓ Innovations Team
- ✓ Top Management

## Targetgroup

The platform was created for internal communication and is available to all Daikin employees. Ideas are realized in projects and (if desired) co-managed by the idea providers.

## Key Performance Indicators

- ✓ Number of ideas generated (approx. 100 entries per year)
- ✓ Transparency (pitch and project approval, and documentation of realized projects)
- ✓ Increased employee commitment and satisfaction (incentive program)



# PROJECT REPORT

- Digitization
- Improve efficiency
- Standardization

## Projectname: Marketing Hub

### Overview

- In order to increase efficiency in marketing, I have developed a platform that covers all the necessary steps for planning and implementing marketing activities. This standardized process makes it possible to measure the respective performance data of an activity and its influence on the operating result (ROMI) at the push of a button.
- The platform is now the "single source of truth" for the Daikin Europe Group, as all budgets, activities and results for all EMEA countries are displayed at the touch of a button via BI systems.

### Goals

- Digitalization and measurability of marketing activities.
- Digitalization of the budget process and optimization of marketing controlling through live data.
- Definition of standardized KPIs for the marketing group.
- Building up internal know-how to increase efficiency and reduce dependencies on agencies.
- Creation of own data sovereignty; no dependencies and external tools.
- Implementing machine learning models to enable predictions and recommendations for marketing (AI models and BI systems).

### Scope

- Concept and idea for the process of submitting ideas and automation for review by the innovation team.
- Establishment and integration of a PMO (Project Management Office).
- Selection and choice of suitable software.
- Integration and introduction of the innovation platform in the company and the parent company.

### Stakeholder

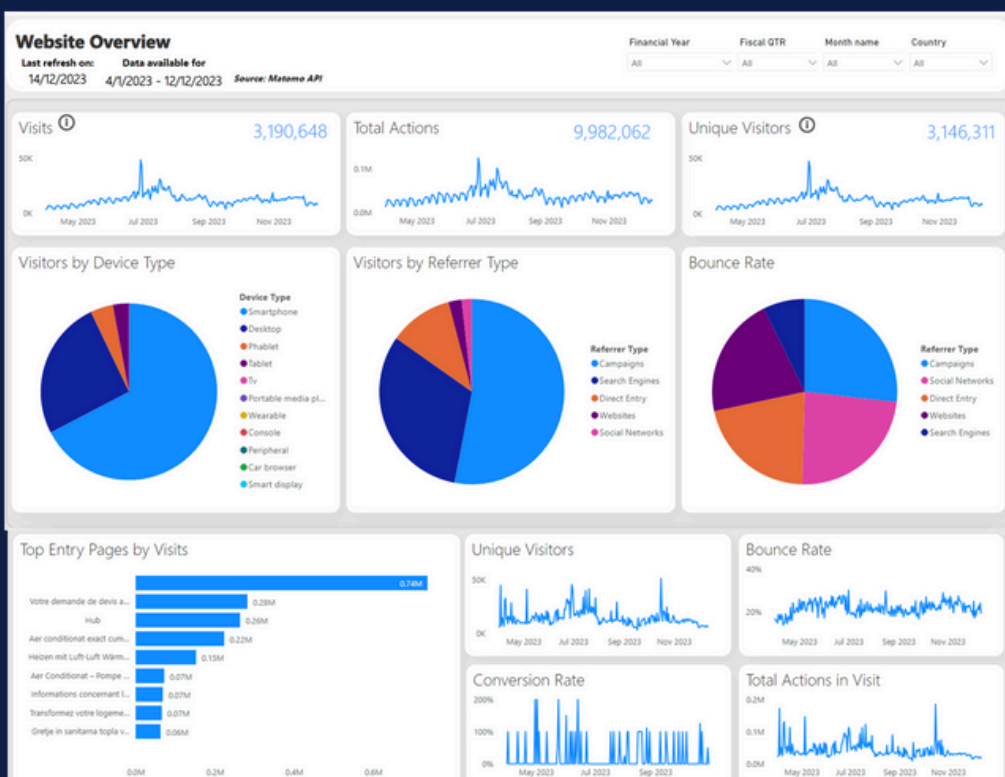
- ✓ Project Manager
- ✓ Marketing Team
- ✓ Change Management Consulting
- ✓ Digital Transformation Team
- ✓ Top Management

### Targetgroup

The Marketing Hub is the new platform for all marketing departments in the Daikin Group. Work is carried out exclusively in the platform.

### Key Performance Indicators

- ✓ +300% Budget FY23
- ✓ -25% Agency costs
- ✓ +35% better performance (Efficiency)
- ✓ -20h/week time saving for report creation
- ✓ 100% ownership of data



# PROJECT REPORT

- Digitalization & transformation
- Efficiency improvement
- Ecosystem

## Projectname: Daikin 360

### Overview

- As part of a 5-year strategy, Daikin has decided to expand its focus to the end consumer market. Up to now, the company has focused exclusively on the B2B market.
- In order to meet the demand to serve both the B2B and B2C markets with high-quality products and excellent service, a platform had to be developed that enables a 360-degree view.
- The project group was made up of interdisciplinary participants to cover all aspects of the customer journey (both B2B and B2C).
- The focus was on market surveys, with data being collected over the course of a year. Both sales customers (installers, wholesalers and MSCs) and end customers were asked about their experiences during the purchasing process.

### Goals

- Digitization and optimization of the individual stages in the customer journey (CX).
- Identifying bottlenecks and setting up the necessary infrastructure (online and offline).
- Definition of standardized KPIs for the measurability of the platform and customer satisfaction.
- Development of a fully automated customer platform for sales partners.
- Integration of BI systems to enable the entire value chain to be planned.
- Introduction of an end customer portal to increase Daikin's service quality.

### Scope

- Concept and idea for the technical realization of the new Daikin 360 platform (coordination and selection of the individual systems within the Group and at partner companies).
- Detailed market research and evaluation of the data.
- Selection of implementation partners (software and hardware).
- Marketing and communication (internal and external).
- Regular coordination and reporting to the parent company.

### Stakeholder

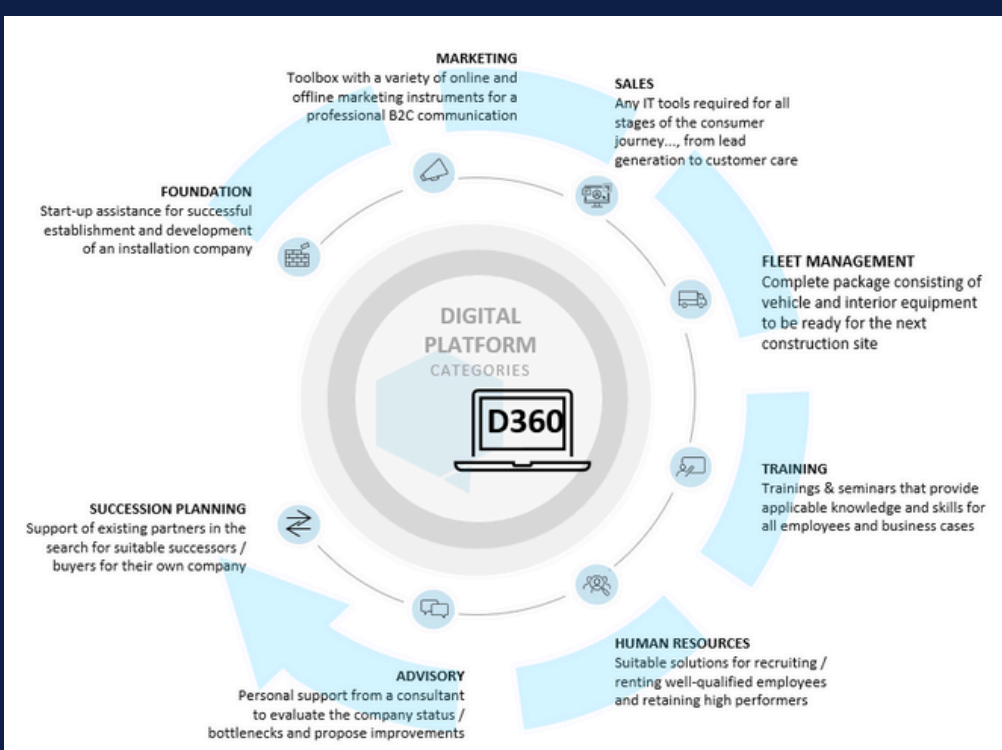
- ✓ Project Manager
- ✓ Project Team
- ✓ Change Management Consulting
- ✓ Digital Transformation Team
- ✓ Top Management

### Targetgroup

The platform will be used specifically by sales partners (mainly installers) to automate their processes and increase the quality of delivery and service. However, the Daikin 360 platform also gives end customers the opportunity to directly access the products, invoices and service contracts they have purchased.

### Key Performance Indicators

- ✓ +50% of market share
- ✓ +200% increase in Daikin partners
- ✓ 50h/W time saving through automation
- ✓ +25% NPS (increased customer satisfaction and improved customer loyalty thanks to the platform)
- ✓ +20% better planning of orders through transparency and forecasting (BI)



# PROJECT REPORT

- RPA Robot Process Automation
- Improve efficiency

## Projectname: Warranty Robot "Max"

### Overview

- Daikin still uses many manual processes and wants to increase efficiency through automation solutions.
- The most time-consuming process is the warranty request process. An analysis of the manual effort has shown that robot process automation (RPA) can save 146 man-days per year in service.
- The project was implemented in just 6 months and showed how efficiency can be significantly increased through automation solutions. This was the starting signal for many other use cases in which we implemented RPA solutions.
- *Fun fact: "Wally", the RPA for the guarantee queries, only utilized 24% of the bot's capacity. The other 76% was used for other process optimizations.*

### Goals

- Implementation of robotic automation to increase efficiency.
- Demonstration of the benefits of such an automation solution using a Lighthouse project with quick wins.
- Scaling the robot capacities so that further efficiencies could be achieved.
- Shifting the freed-up capacities among employees

### Scope

- Concept and idea for the technical realization of the RPA solution.
- Screening of RPA providers and selection.
- Definition and structure of the test cases, together with the service team.
- Development and setup of process optimization.
- Roll-out and training of individual stakeholders.

### Stakeholder

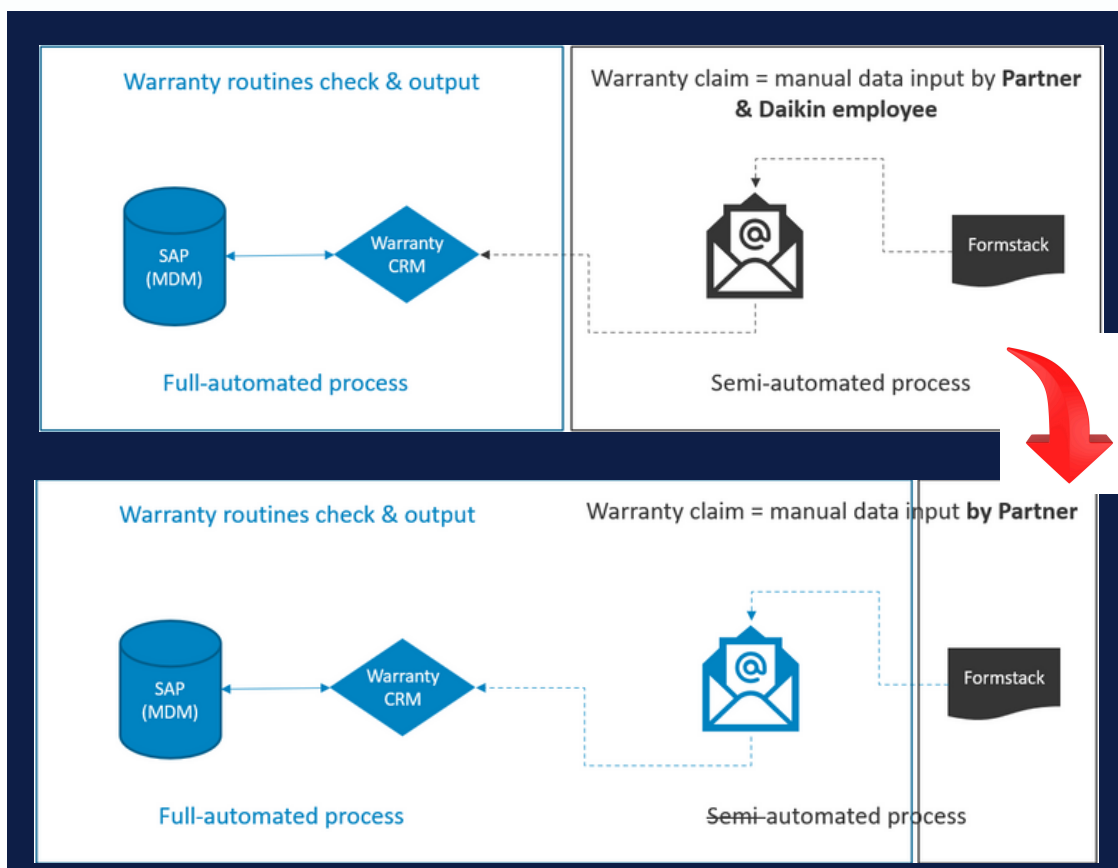
- ✓ Project Manager
- ✓ Service Team
- ✓ External Consulting Team
- ✓ Digital Transformation Team

### Targetgroup

Service SBU Daikin, as the time savings enable a reallocation of MA resources.

### Key Performance Indicators

- ✓ 167h/M Savings through automation



# PROJECT REPORT

- Organizational development
- Knowledge transfer
- leadership
- e-Learning

## Projectname: Marketing Academy

### Overview

- Change poses considerable challenges for many companies. In addition to implementing new processes and business models, internal know-how must also be built up in order to successfully master the transformation. In order to turn the marketing team into a high-performance team, a training and coaching model had to be set up to make all employees fit for the future.
- The aim of the Marketing Academy project is to develop a standardized and model-based training program. Each module builds on the previous one and ultimately leads to a uniform standard of knowledge within the company. In addition, there are parameters to measure the current level of knowledge and to incentivize further teaching units. The HR department has accepted the prototype of the Marketing Academy and is working on a continuation of the modular structure for other departments in order to achieve the goal of "change".

### Goals

- Knowledge transfer and development of marketing excellence.
- Creation of a platform for HR to promote further training. This Academy platform is intended to support the development of employees.
- An incentive program is to be developed through measurability to drive change.
- The overarching goal is organizational development and employer branding.

### Scope

- Concept and idea for the realization of a Marketing Academy as a pilot for the entire company.
- Implementation and structure of the modules and development of an e-learning platform.
- Setup of a metric to measure the respective knowledge standard.
- Launch of the pilot as a Marketing Academy.

### Stakeholder

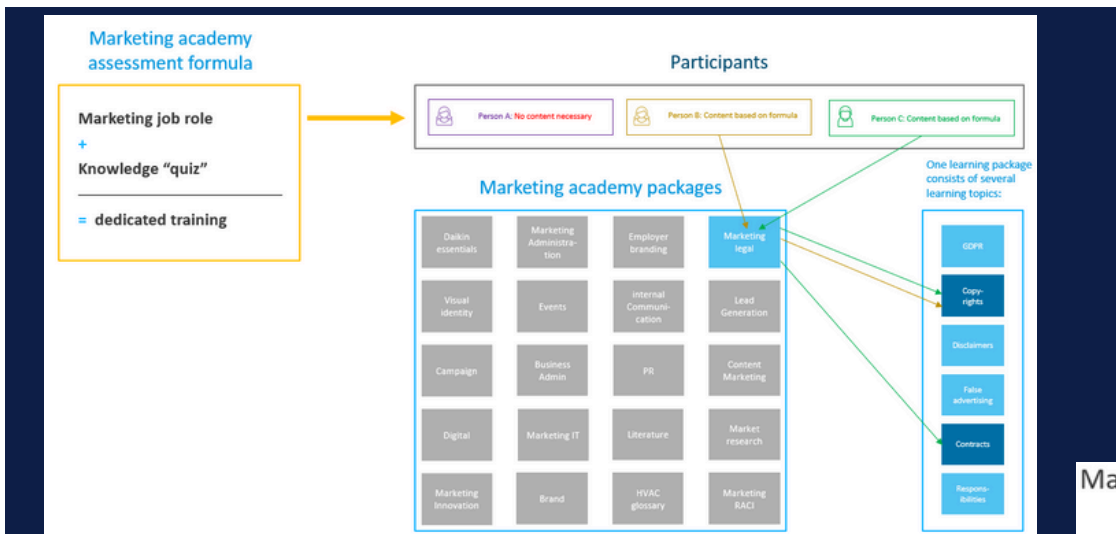
- ✓ Project Manager
- ✓ Marketing Team
- ✓ External Consulting Team
- ✓ Digital Transformation Team

### Targetgroup

All internal Daikin employees.

### Key Performance Indicators

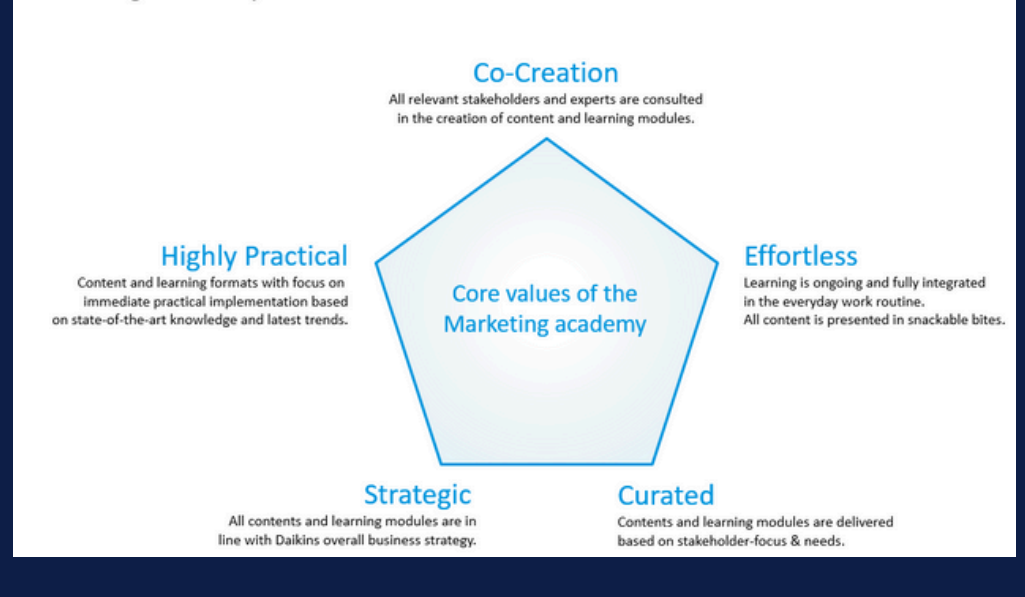
- ✓ 5 modules as a run through in one year per employee



Overview: Marketing Academy content packages and their topics (Work in progress)

<b>Daikin Essentials Package</b> Basic ID guidelines, Photo/Video, Introduction Brand - Difference D & B and - Positioning - Values - Corporate Knowledge - Who is Daikin, number of employees, Services, values, vision - and where can you find them? What companies are there and where can you find them? Who are my contacts and what is their responsibility? R&D needs: What are the official Daikin R&D - Roles - responsibilities? Social Media Guidelines (what are I allowed to do as an employee?)	<b>Lead Generation Package</b> Check Inventory, Check partner readiness, Align goal setting with KPIs, Define leads, Task/Responsibilities of all parties involved (R&D, Int, Legal Issues (Business, office)	<b>Legal Package</b> GDPR, Copyrights, Disclaimers, "Take advertising", Model contracts, Contracts	<b>Content Marketing Package</b> Social media strategy (Goals, target groups, channels, content, KPIs), Content process, Reporting, Community management, Special legal information
<b>Campaign Package</b> Campaign strategy (short-term), In-depth design guidelines, Guide supporting creatives and / guidelines, Necessary content of a campaign, KPIs/guidelines, Lead management, Content marketing process, R&D	<b>Digital Channels Package</b> Digital & Mobile Design Guidelines, Introduction Social media, List of marketing tools/pages, Basic SEO, Social Media, First steps of data analysis, What are my goals? How do the marketing work?	<b>Employer Branding Package</b> EBP vs. Brand, Responsibilities HR vs. MarCom, Brand Guidelines, Introduction of employer branding campaign, Responsibility for job advertisement, Best case employer branding (e.g., including experience)	<b>Marketing Innovation Package</b> Recognition and integrate sustainable trends, Processes for innovation and responsibility, Continuous training and exchange of experience, Tasks & sources for innovation management
<b>Admin MarCom Package</b> Introduction of the process create budget/submit request, Who signs what and when? What are the roles, DACS and DACS 2021 responsible for? Model contracts	<b>Event Package</b> Best case process (Daikin standards), KPI indicators, Budget, Integration of lead management, Reporting, Learning & exchange of experience	<b>MarCom/Business Administration P.</b> Report an overview in the context of marketing, Information/Forms, Reporting, Learning & exchange of experience	<b>IT for Marketing Package</b> Which tool is responsible for what, which legal issues and which information is relevant, e.g. customer profile, used by me... Introduction of marketing tools, e.g. CRM, D&I & D&I, Where are you first used? Content/Theme, Processes
<b>Brand Package</b> Brand Owners, Global Brand Guidelines, Rules of the brand, Brand guidelines, Brand management processes, Responsibilities	<b>Market Research Package</b> Best case process (Daikin standards), How do I find the brand's needs and how do I deliver them? When do I use which method (online, qualitative vs. quantitative, qualitative interviews), How to generate Data/Deep insights e.g. Facebook survey, Google Trends, Ask for people / Use of CRM insights, Data from external institutions / Statista.com	<b>Internal Communication Package</b> Definition processes, Goal / Target groups, Channels, Content, KPIs / Reporting, Brand experience for employees in internal communication	<b>PR Package</b> Best case process (Daikin standards), KPI indicators, Responsibilities, Reporting, Marketing tools e.g. mediaflow, Reporting, Learning & exchange of experience

### Marketing Academy values



# PROJECT REPORT

- Customer satisfaction
- Purchasing behavior
- Customer development

## Projectname: RFM-Analysis

### Overview

- All of the company's customers are recorded in the existing CRM. The RFM project was initiated to analyze and clean up the existing data, but above all, the automated analysis is intended to show which customers show development potential and which customers are at risk of migrating.
- The fully automated BI system will immediately synchronize all data from the CRM and transfer it to the respective departments in order to derive the necessary recommendations for action.
  - This means that marketing can act immediately on the basis of the data and draw up corresponding customer satisfaction questionnaires or set up targeted marketing campaigns to prevent customers from churning.
  - At the same time, the sales department can schedule personal visits with customers who require special attention according to the system.

### Goals

- Cleansing and standardization of customer data from CRM and other systems.
- Analysis and evaluation of customer data based on their purchasing and reordering behavior (RFM).
- Preparation of instructions for the respective specialist departments.
- Constant measurement of customer satisfaction and development of the measures taken.
- Achieving a significantly higher reorder rate among customers and thus increasing customer satisfaction.
- Establishment of a transparent platform for the development of long-term customer relationships.

### Scope

- Concept and idea for the realization of the RFM analysis using a BI system.
- Implementation and automation of internal systems for customer data.
- Design of the survey forms for customer satisfaction and measurement of the status quo.
- Definition of instructions for the specialist departments together with the stakeholders.
- Analyzing and measuring the results, as well as training employees.

### Stakeholder

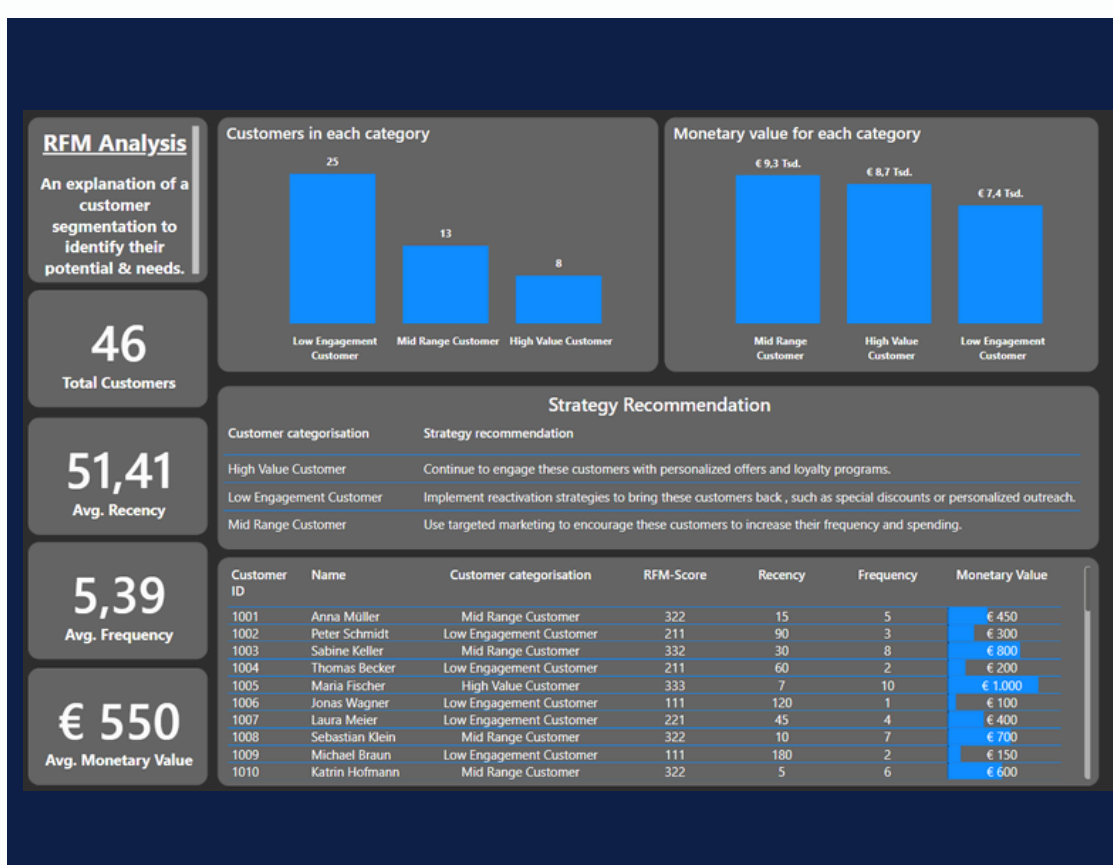
- ✓ Project Manager
- ✓ Marketing Team
- ✓ Sales-Team
- ✓ Digital Transformation Team
- ✓ CX-Team

### Targetgroup

The internal specialist departments, especially CX, marketing and sales.

### Key Performance Indicators

- ✓ 100% cleansed customer data for each region
- ✓ Measuring customer satisfaction NPS.
- ✓ Significant increase in reorder rates (customer loyalty).
- ✓ Transparency in customer development (A,B,C customers).
- ✓ Increase in sales.





# PROJECT REPORT

- New sales channel
- Digitalization
- Lead-management

## Projectname: B2C Webshop

### Overview

- As part of Daikin's digitalization offensive, I set up the first B2C webshop for heat pumps and split appliances (air conditioning).
- The prototype is Daikin's first web store for end consumers worldwide. I was able to win Romania as a test country for this, as the acceptance of online shopping is greater there than in any other country in the CEE Daikin region.
- The challenge: Daikin products require a lot of advice and are very expensive. In addition, the hardware needs to be professionally installed by a refrigeration engineer.
- The solution: we linked the purchase of the products with a lead management system so that when an end consumer made a purchase, the partner company closest to the customer was contacted immediately.

### Goals

- Modernization through online sales channel webshop.
- Marketing automation for sales campaigns.
- Sales promotion measures through discount system and A/B testing.
- Full control and transparency of the customer journey.
- Involvement of partners in the sales process and quality control by certified partner companies.
- Better planning and forecasting through data.

### Scope

- Concept and realization check.
- Implementation and automation of internal systems for customer data and partner assignment (leads).
- Payment service and credit check.
- Process for right of withdrawal in e-commerce business.
- Performance measurement and scalability in live operation.
- Integration into the SAP process.

### Stakeholder

- ✓ Project Manager
- ✓ Marketing Team
- ✓ Sales-Team
- ✓ Digital Transformation Team
- ✓ CX-Team

### Targetgroup

Internal: Sales and sales planning  
External: Partners and end customers

### Key Performance Indicators

- ✓ 100% online sales channel.
- ✓ Measuring customer satisfaction NPS.
- ✓ +30% sales through discount campaigns.
- ✓ Transparency in customer behavior.
- ✓ Customer data through registration in the webshop.
- ✓ Increase in sales.

