



# Start from customers



Listen, stay tuned and care.  
Deliver solutions that exceed expectations.

# Start from customers

Our Quality culture starts from the ability to design and manufacture products that meet the highest quality standards and the needs of our customers all over the world – and then involves all business processes, from supplier management to support services, in order to continuously improve the experience of those relying on our solutions.

## Our stories

### Passion for quality

In October 2021, “Ariston Thermo Group” rebranded as Ariston Group, recalling the original brand. The Greek word “Ariston” means “the best”. The commitment to delivering **high quality standards in all corporate processes and functions** is in Ariston Group’s DNA. All organizational levels pursue quality, from product design and manufacturing through supplier management to sales and after-sales. Ariston Group always ensures compliance with high-quality requirements during **suppliers’ selection and joint growth projects**, in line with the company’s standards. All **the Group’s manufacturing facilities** undergo continuous improvement and quality monitoring – which enables the Group to constantly improve safety and reduce environmental impacts.

The Group’s distinctive quality is delivered to end customers as well, through **products that offer increasingly competitive performance**, energy efficiency, reliability, and durability. Ariston’s systems can be directly managed by customers and its service offerings cover up to the 10th year in the life of the product. A single and standardized **remote servicing system** allows for **technical support** in identifying products’ anomalies in real time, thus providing better standards of service. All Ariston Group’s people are offered intensive training to successfully deliver on the Group’s commitment to quality. In particular, the **Lean Six Sigma** method aims to identify and strengthen the competencies of an ever-larger number of professionals. In addition to that, more than 100 professionals have been involved in **Master Black Belts** level courses.

## 2021 | Key Facts and Figures

**95%** of products  
Require no technical interventions in their first 5 years of service

Our service offerings cover up to the **10<sup>th</sup>** year in the life of the product

**ONE TEAM**  
platform launch



Certification of quality, environment, health and safety management systems

**100** devices  
connected to our international technical committees

**2500** hours training to over **3500** professionals

## Road to 2022

**>95% Of products require no technical interventions in their first 5 years of service**

**Net promoter score:** being recognised as excellent by our customers at group level and in each country



### A roadmap to pursuing high standards of quality

In 2021 the Group set out a new Roadmap for Quality, and different initiatives related to all the functions will be launched to make high-quality standards even more pervasive. **The Roadmap takes a systemic approach to the European countries:** all organizational and business pillars are covered, and the Group is reshaping its strategy to current challenges. New products and services will

be designed to best deliver this renewed level of quality also to stakeholders and end-users. To achieve this all-round improvement, the Group will deploy a **strategic and systemic approach to monitoring clients’ needs and analyzing market issues**, performing process and supply chain audits, and using digital tools for monitoring efficiency and product conformity.

## Enjoy the customer journey

From the commissioning of a product to its installation, a special relationship is established between Ariston Group and **the customer**. It's a long-run Customer Journey, where all touchpoints are mapped, optimizing interaction through personalization.



## One Team: step changing our relationship with professionals

Staff dedicated to **providing support to customers** can make a substantial contribution to the Customer Journey. For this reason, being of utmost importance to provide them with all the tools and skills they need to deliver the best possible service, the Group promotes **continuous training programs** to develop **ever more accurate technical** and **relational skills**. In particular, our professionals can rely on One Team: a platform conceived and developed to offer a number of features to streamline and optimize their work, **customized for type of professionals** (installers, service centres, projects, commercial agencies). It includes a selection of tailored

training programs to keep updated on the latest standards concerning the heating and hot water industry. In addition, One Team also embeds a **Media Center**, where on-demand videos of products and technical aspects of Ariston range can be searched – organized in personalized playlists to keep the most helpful and favorite at hand. Lastly, thanks to a systems' showroom, technicians will also have the possibility to navigate through an interactive village where the solutions are installed in different types of homes. The **E-catalog feature** will allow to access detailed technical information on each heating and hot water solution. One Team is then completed by the loyalty plan.

## We are going paperless with the ICT service catalogue

In 2021, the Group upgraded its **CRM Service Indirect** – the platform used by Technical Support Centres to report interventions – adding **new digital and smarter functionality**. The project aims to **reduce paper documentation** thanks to the digitalization of the service contracts with customers and the paper forms they fill in after each intervention. This functionality is accessible

directly from the App, resulting in an improved User Experience compared to the desktop version. Thanks to this initiative, the Group estimates about **one ton of paper in one year in Italy alone** of paper saving, considering that the app saw an average penetration of 50% during interventions.

## Improving the network's capabilities

In 2021, Ariston Group pursued several initiatives focused on strengthening its network capabilities. **Italy has been at the center of such initiatives, with online training activities on Microsoft Teams and working groups with service centres**. The Group designed a new development plan with standards and guidelines for all European countries. Such plan involves **assessing skills and providing training to close gaps**. Moreover, the Group

organized training courses, focused on issues reported by technical support centres, to **customize training based on the needs of technicians** and the peculiarities of the different markets. The Group has delivered more than 2500 hours training to over 3500 professionals (including Service centres and Installers), 70% live in training room, 30% online.

## Technical committees continue, even remotely

To improve products and services further and faster, **listening to Service Centres and the people that work every day in the field** is key to understanding and solving the various problems that may arise. Every year, the Group implements a **central plan for collecting feedback and opinions from B2B customers** (Voice of the Customer) that perform installation and support services in order to put local partners in contact with the headquarters responsible for R&D, Product Marketing, Quality and Operations. **20 Technical support centres** have been put

into place in 2021, involving both internal and external professionals. Technical Committees represent structured opportunities for listening and meeting: they help identify potential product issues, verify how quality is perceived on the ground, and identify potential areas for improvement of the brands' offerings as well as new business opportunities. In Italy, for example, each online technical committee covered a specific product. The ambition is to **implement the Italian best practice in other countries as well**.



## Comprehensively upgrading and building a heating industry leader in China

Sales, Customer experience, and Service excellence are at the core of the **partnership between Ariston and Juventus in China**. With the claim “**Challenges deserve Champions**”, the initiative stresses the Ariston’s inherent ambition to set and achieve the highest standards. With the aim of developing brand potential, brand awareness and partner loyalty, the Chinese team has leveraged on the team empowerment, in the sense of both **providing further training and enhancing the retail network**. Consolidating a **relationship with core partners** and **optimizing the service to increase quality** and realizing Ariston’s win culture have been at the core of this project.

The partnership between Ariston and Juventus has been implemented in September 2021 also in Indonesia and will be extended to the whole African country in 2022.



## Our customer service platform is the face of the organization for our consumers

The value proposition of the Ariston Group brands is focused on satisfying consumers, **seeking to exceed their expectations**. By understanding these expectations, the Group’s brands can develop and improve their methods – for example, by focusing on the training procedures dedicated to Call Center agents, technicians, and spare parts warehouse personnel so that everyone, in a coordinated manner, always operates by putting consumers at the core of what they do.

As evidence of Ariston Group’s attention to customers, in Russia, Turkey and South Africa our Call Centres have an

average answered call of 95.7% and an average wait rate of 14 seconds approximately.

**95.7%** average response rate

**14.2%** seconds average wait rate

by our Call Centres in Russia, Turkey and South Africa

## The annual after-sales service area convention in Mexico

Annually in **Mexico**, the Group brings together **all team members of the service centres** to gather **feedback about service calls** throughout the year. This convention is key to communicating the main features of the Group’s **service strategies**

in a general way and how different actors need to work together to achieve success. Feedback is also received from service centres on **how to improve customer satisfaction** as well as **product performance and safety**.

## Faster customer services in the US

In the USA, the Group updated the **telephone system** to have **faster customer service** and improve its ability to monitor key indicators in **real time**. The use of on-site video calls has been implemented to help guide and support the service centres in promptly finding **solutions for problems on the field**. In addition to that, a major training program was implemented with the tech

support team that included retraining on products, visits with contractors regarding **new product installations, problem solving and troubleshooting**, along with visits to the manufacturing line to share experiences with QC personnel and assembly line workers, resulting in a total of 160 hours well invested.

## We listen to our customers' needs

**Customer centricity is one of the Group's top priorities**. The Group listens to all needs of professional customers and private users to better understand their compelling needs and offer even greater comfort. Both **B2C and B2B listening channels** have been reinforced, **with a focus on the needs of local markets**. Communications and contact channels have also been improved, as they play a key role in delivering an outstanding user experience. **Over the last 5 years, the Group has listened to over 25,000**

**people**, a result achieved by refining skills and increasing the number of dedicated resources. **The Group's ambition is to increasingly involve customers in the use of its products**, allowing them to interact with the brands in a time-efficient manner, eventually increasing their loyalty. Highly connected products and solutions thus become top priorities for the market, as well as the Group's key investment areas.

## Measuring loyalty with Net Promoter Score

The **Net Promoter Score (NPS)**, whose goal is to gauge customer loyalty, is an alternative to the more traditional customer satisfaction measurement. An NPS can be as low as -100 (every respondent is a “detractor”) or as high as +100 (every respondent is a “promoter”). A positive NPS (i.e., one that is higher than zero) is generally considered good, and an NPS equal to or greater

than +50 is to be deemed excellent. In 2021, the Group listened to **over 1,200 consumers** in Spain to **improve both its products and services**, recording a result of NPS steadily beyond excellence. Listening, through market research and focus groups, is an integral part of our **pursuit of excellence**, as customers themselves are the best testimonials for the quality of products and services.

