



**Vorwerk
Thermomix**

**CONSULTANCY
CASE STUDY**



SCALING AN ONLINE COMMUNITY TO A GLOBAL LEVEL

Since the release of the Thermomix, a powerful food processor, Vorwerk had seen thousands of members join their communities to share recipes with one another. Now Vorwerk wanted to scale this community around the world.

But scaling a community is hard. Vorwerk would face challenges they had never tackled before. They would need a detailed global community strategy, professional training for the worldwide team, and a trusted partner who could guide them through the entire process.





BACKGROUND

Vorwerk is a vast home appliance business which employs 625,000 people across 70 countries with 3,5 billion euros in revenue. The company's star kitchen appliance is the Thermomix.

The Thermomix can cook and mix at the same time. It's a 12-function all-in-one appliance for both professional chefs and amateurs cooking at home.

In 2009, Vorwerk's marketing department launched customer communities in their strongest markets: Germany, France, Spain and Portugal. These communities were created to answer customer questions before they had to call Vorwerk's customer service line. The concept evolved to customers sharing recipes and ideas.

In 2015, under the new leadership of Michele Aggiato, Vorwerk started work to upgrade their community platform and researched how their most passionate members created content and recipes.

Vorwerk discovered their audience had an inexhaustible need for quality recipes. But manually creating recipes is a laborious and time-intensive process. If members could do this instead, it would save a huge amount of time and money.

Vorwerk wanted to encourage their most passionate customers to create more recipes and share them with other customers. This in turn would also improve customer satisfaction and encourage referrals as members shared their recipes to a wider audience.

However, Vorwerk already had 10 different countries managing online communities. Each country had a completely different approach and set of tactics to driving growth and value. In addition, another 20 countries were eager to get started building their own community and potentially all 70 could go along the same route. Aggiato asked FeverBee for help.



“I had found FeverBee initially through an online search. I loved how simple and easy FeverBee made such a new, complex, and rapidly evolving topic.”

Michele Aggiato
Head of Social
Communication &
Customer Love,
Vorwerk



FeverBee began the consultancy with an intensive discovery phase. This phase dived deep into the existing strategy materials and how they aligned with FeverBee's methodology and best practices.

FeverBee spent considerable time with the project board leadership team talking through key concepts and methodology and building a full and detailed profile picture of the audience and the professionals. From this phase, we identified the following areas in need of our support:

1 LACK OF CLEAR GOALS AND STRATEGY

FeverBee's work began with a half-day detailed discovery workshop in London. Aggiato presented his current challenge and his vision to move away from very corporate one-way communications to a more humanised, interactive style and tone. FeverBee provided advice and identified quick wins Aggiato could immediately implement.

Both FeverBee and Vorwerk recognised the full potential of Vorwerk's customer communities, which currently had no clear goals, strategy, or even a consistent approach to community management. It was clear that with so many stakeholders in multiple locations, more work was needed to tackle the scale and challenges successfully.

2 CREATING A DATA-DRIVEN COMMUNITY STRATEGY

Based upon the initial discovery workshop, FeverBee put together a 3-month consultancy package which focused upon:

- Reviewing the current community and company documentation
- Undertaking a health check on the Australian community (at the time the only English language community)
- Surveying the online managers and community managers to understand their goals, current focus, common challenges and different approaches
- Interviewing the country community managers to confirm their motivations, barriers and appetite for further help
- Developing a comprehensive, bespoke community strategy brief, confirming the biggest community challenges and recommended tactics to overcome them
- Developing and delivering the first highly interactive and personalised training for over 30 senior online managers to help them to start to analyse their own communities and co-developing a step-by-step guide



THE CHALLENGES

- 1) Lack of measurements to track progress and success
- 2) Lack of clear concept, objective or connection to value
- 3) Lack of leadership support (from Heads of Marketing)
- 4) Complicated resourcing
- 5) Different levels of maturity
- 6) Different levels of experience
- 7) Lack of consistency



“The initial workshop was a chance to share our strategy, introduce the new Thermomix community framework, gather their input, and influence them to think differently about proactive community management.”



Darren Gough

Director of Community, FeverBee



“We began to foster a proactive and humanised approach to community management with a kick-off workshop in Madrid. This included the key staff from each country’s online community.”

Nancy Kinder

Senior Consultant, FeverBee

Within three months, FeverBee had achieved these goals and moved on to the third phase of this consultancy, overcoming the bigger challenges identified in the research.



BUILDING AN INTERNAL EMPLOYEE COMMUNITY

The third step was to build an employee community to better support the external customer community.

The purpose of this phase was to help Vorwerk's community managers around the world collaborate and share their best tactics with their fellow community managers.

During the first workshop, the community managers identified 15 different goals. Very few of these goals were being measured or connected to value at Vorwerk.

After months of gathering data and analysing research, FeverBee had developed a comprehensive 6-month community communication and strategy plan which was implemented through bespoke training focusing on five core areas.

1. **Monthly training webinars** – recorded and accessible for reuse throughout the organisation
2. **Quarterly one-to-one coaching** - personal help for every single community manager
3. **Twice weekly knowledge sharing sessions** - where all community managers would receive the latest, relevant external information, research, ask and receive immediate support online
4. **Quarterly training workshops** – 2 days in July, September and November with pre-work, action plans and commitments made by attendees every time
5. **Knowledge base of training resources** - indefinite access to all the materials shared during our training sessions

This training established momentum and increased motivation for internal collaboration. As the momentum grew, the internal community began delivering stronger results from their external community.



“Thank you Nancy very much for all the advice, insights, and tools you gave us in the Community Champion Workshops. They have been incredibly useful.”

ERWAN DEBOUIS,
Community Manager, France

“Nancy, thank you so much for your coaching call today, your help, and of course for all the good ideas that you have shared with us. We have enjoyed the conversation so much and we are very motivated to implement all the things we talked about.”

Thanks a lot for the useful links, I’m sure they will be very useful for us”

INÊS VASCONCELOS,
Community Manager, Portugal



BUILDING RESOURCES

Now in our fourth stage, FeverBee is developing a complete set of customised resources, templates, and more advanced training to institutionalise world-class community practices throughout the digital division.

This includes more coaching, making

data-driven decisions on managing the community, delivering webinars, working directly with individual community managers who need further help, and helping to research, create and deliver face-to-face training events, supporting community managers to run with their own training with super influencers.





RESULTS

As a result of implementing the training and communication plan, all communities now support the global strategy and are working towards the same core business goals. Every country which sent a community representative to the training saw an increase in:

- **Total unique weekly visitors** - across all communities this jumped up 41% from 183k in June 2016 to 259k in December 2016
- **Monthly active members** - up between 3% and 9%. Poland, a new community jumped from 15% in November 2015, to 24% in November 2016
- **Recipe publishing in 2016** - from the average being 20 new recipes published per country per month, it's now around 50 per month but still fluctuates due to seasons, competitions and recipe events
- All community manager have **stronger relationships** with a core group of members

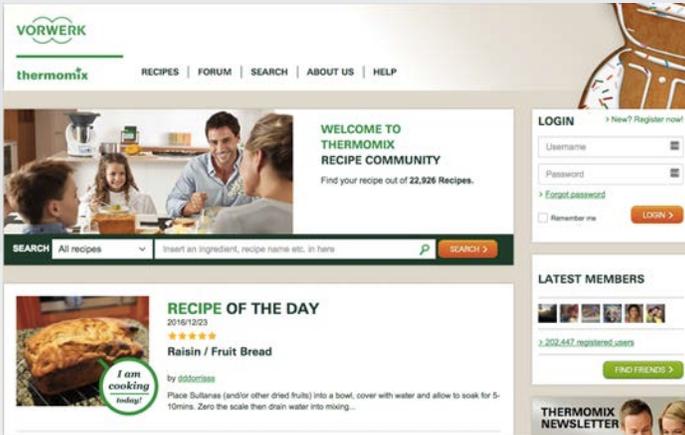


Plus, the workshop **accelerated the relationships developed** between each country community manager which has led to many more offline conversations and valuable knowledge exchange.



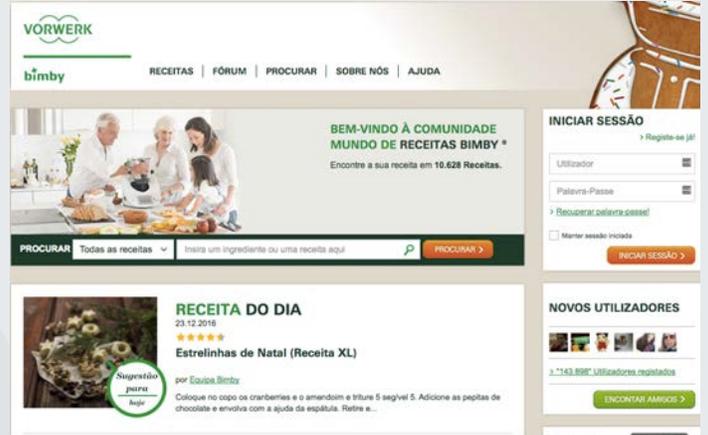
AUSTRALIA

202,447 MEMBERS, 22,926 RECIPES



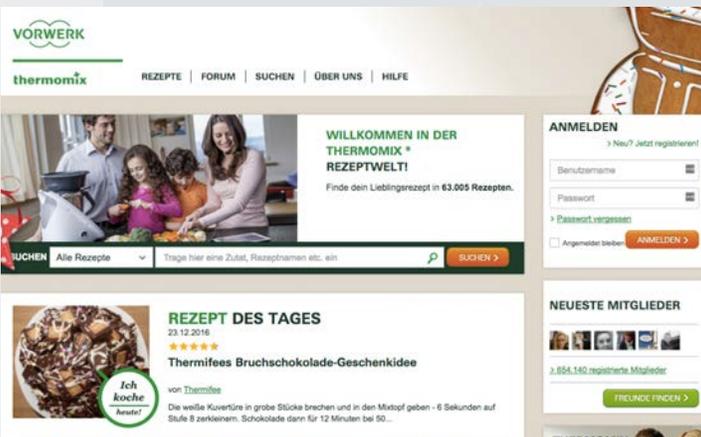
PORTUGAL

143,898 MEMBERS, 10628 RECIPES



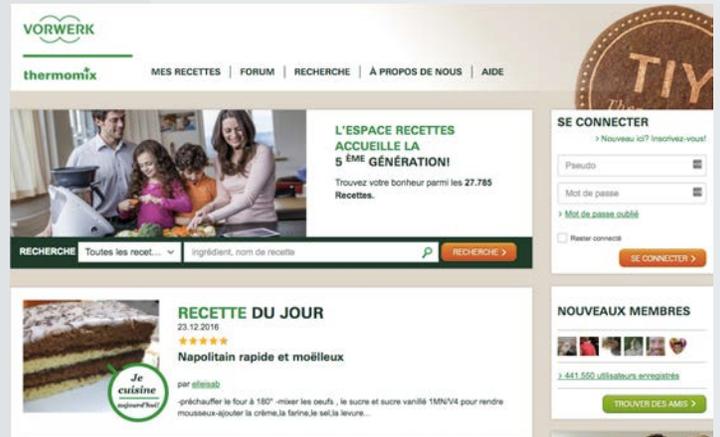
GERMANY

654,333 MEMBERS, 63,004 RECIPES



FRANCE

441,550 MEMBERS, 27,785 RECIPES



SPAIN

215,950 MEMBERS, 14,798 RECIPES



ITALY

283,780 MEMBERS, 26,899 RECIPES

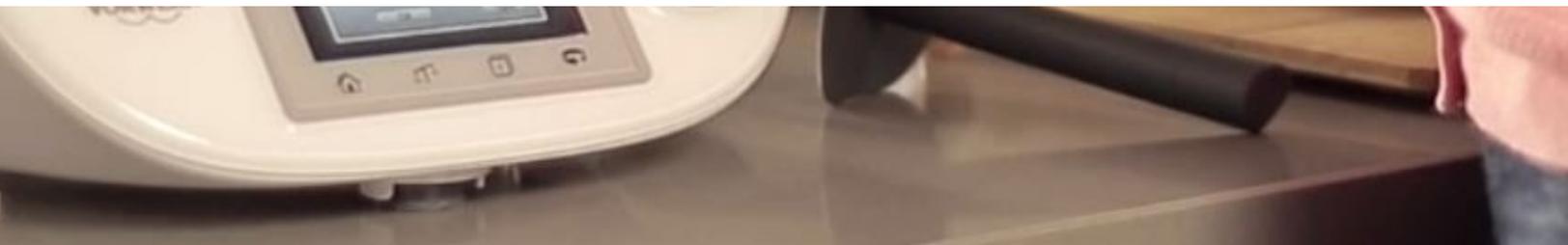




Today the change is visible everywhere.

Everyone, from the heads of marketing, recipe marketers, online managers and each country's community managers, are working more collaboratively. Today their work is based on customer intelligence gathered from the community they drive more value from each and every community they create.

Most importantly, Vorwerk has now embraced professional community practices throughout the digital organisation.





SINCE OUR CONSULTANCY

- Numerous examples of knowledge sharing amongst the group
- Problems being solved faster, quicker than ever before
- Community managers are focused on developing stronger relationships with value makers



Community is connected to core business objectives, being measured regularly and delivering real value. This is a lightyears away from an organization which did not know how their community added value, how to capture that value and how to prove that value.



“FeverBee brings an injection of expertise and a huge know-how. We benefited massively from its well-structured, science-proven approach to community strategy building and community management.

Evolving from re-active to pro-active community management was a major challenge for us. Feverbee developed a dedicated training program and is providing ongoing support to our community managers. Nancy is indefatigable and so passionate about delivering excellence that I couldn't have wished for a better person to support us. It's a great pleasure to work with her.”

Michele Aggiato

Head of Social Communication & Customer Love, Vorwerk





“This has been an incredible journey and a real privilege to work on a cultural change project on such a vast scale.

It has been challenging trying to drive consistency across a group operating at so many different levels maturity, in different time zones and in different languages. They have all taken on board the advice and I am so very pleased with the progress they are all making and how many more recipes their efforts are creating.

Being able to work with and influence such a strong and passionate group has been such a rewarding opportunity.”



Nancy Kinder

Community Consultant, FeverBee

“Building a long term partnership with Vorwerk has been hugely rewarding and we’re extremely happy to see the valuable results they are now getting by understanding that successful community building takes time, dedication and expert training.”



Darren Gough,

Director of Community, FeverBee